

Technical Report 641

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# Reenlistment in the U.S. Army Reserve

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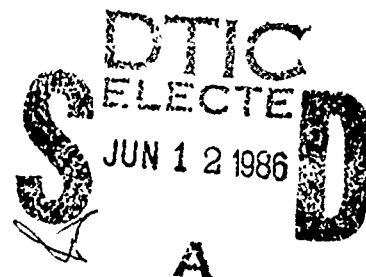


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Motivation	Reenlistment intentions										
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) <p>The research objective was to examine motivational and other factors that influence reenlistment intentions of U.S. Army Reservists in troop program units. A mail survey was conducted in 1978 with a resulting representative sample of 892 reservists who were in their first enlistment, reenlistment or extension in the Army Reserve and who were within six months of their end of term of service (ETS). Questionnaire data were merged with demographic, personal background, and military career data for respondents and with</p> <p style="text-align: right;">(continued)</p>											

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objective data concerning characteristics of their reserve units. Reenlistment intentions were related to several demographic, background, and military career characteristics of reservists and to reservists' subjective perceptions of their units, but not to certain objective characteristics of their units. Five general characteristics of the reserve experience were identified as independent dimensions underlying more specific characteristics highly related to reenlistment intent: job satisfaction; prestige of reserve membership; social utility of reserve membership; interference-facilitation effect of reserve membership on other aspects of reservists lives (e.g., home life and civilian job); and supervisor-subordinate relations in the unit. Popularity of certain unit characteristics, existing and hypothetical benefits of reserve membership, and proposed changes in the Army Reserve were also related to reenlistment intent. (u)



Technical Report 641

# Reenlistment in the U.S. Army Reserve

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## FOREWORD

In response to a request by U.S. Army Forces Command (Human Resource Need 7-8), the U.S. Army Research Institute for the Behavioral and Social Sciences initiated research to examine motivational and other factors which influence reenlistment decisions of reservists in U.S. Army troop program units. The research was performed under Army Project 2Q2763731A768, Manpower Accession and Retention Systems, by members of the Personnel Utilization Technical Area with support by contractor personnel of the University City Science Center, Philadelphia, Pennsylvania. With guidance and assistance from the Contracting Officer's Technical Representative, Dr. M. A. Fischl, the contractor conducted a literature review, constructed a survey questionnaire, developed a personnel sampling plan, executed a mail survey, and prepared the data base along with other appropriate documentation. This documentation provided substantial input to this technical report, to which was added additional analyses and interpretations of the data.



EDGAR M. JOHNSON  
Technical Director

# REENLISTMENT IN THE U.S. ARMY RESERVE

## BRIEF

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### Requirement:

This report provides information for Army personnel managers concerning motivational and other factors which influence reenlistment intentions of U.S. Army Reservists in troop program units. The information is based on results obtained from a survey conducted in 1978 among a sample of reservists who were within six months of their end of term of service (ETS). The results provide an empirical basis for suggesting some constructive changes in the Army Reserve to increase reenlistment rates. Some implications of these results for policy and program development are discussed in this report.

### Procedure:

A mail survey was conducted in 1978 with a resulting representative sample of 892 reservists who were in their first enlistment, reenlistment, or extension in Army Reserve troop program units and who were within six months of their end of term of service (ETS). The survey questionnaire was designed to measure reenlistment intentions of reservists and specific characteristics of the individual reservists, the reserve unit, and the reserve experience. To form the data base, questionnaire data were merged with demographic, personal background, and military career data for respondents and with data concerning their reserve units.

### Findings:

Relationships were identified between reenlistment intent and three major categories of variables: (a) characteristics of the individual reservist; (b) characteristics of the reserve unit; and (c) characteristics of the reserve experience. For each finding summarized below, the number in parentheses is the page number of the text where the finding is described.

Individual Characteristics. Reenlistment intent was related to demographic, personal background, and military career characteristics of individual reservists as follows:

1. Men had lower reenlistment intent than women. (12)
2. Whites had lower reenlistment intent than blacks. (13)
3. Reservists age 29 and under had lower reenlistment intent than reservists age 30 and over. (13)



4. Reenlistment intent was not related to Armed Forces Qualification Test (AFQT) score. (13)
5. Married reservists had lower reenlistment intent than single reservists. (13)
6. Reenlistment intent was inversely related to level of civilian education. Moreover, college graduates had lower reenlistment intent than nongraduates. (13)
7. Reenlistment intent was positively related to interest in further civilian education. (14)
8. Reenlistment intent was inversely related to level of annual income. (14)
9. Reenlistment intent of unemployed reservists was higher than that of other reservists. (14)
10. Reenlistment intent was not related to pay grade (E2 through E7), primary military occupational specialty (MOS) category (11 categories), or month of end of term of service (ETS). (14)
11. Reservists with no prior active Army service had lower reenlistment intent than reservists with prior service. (16)
12. Reenlistment intent of women approaching the end of their initial three-year reserve enlistment did not differ from that of women approaching the end of their first reenlistment or extension in the Army Reserve. (16)
13. Reenlistment intent of men approaching the end of their initial six-year reserve enlistment was lower than that of men approaching the end of their first reenlistment or extension in the Army Reserve. (16)

Unit Characteristics. Reenlistment intent was related to reservists' subjective perceptions of several characteristics of their units, but not to certain objective characteristics of their units. The popularity of unit characteristics to reservists "if they were choosing an Army Reserve unit" also varied to some extent with the degree of intent to reenlist in their present units. Specific findings were as follows:

14. Reenlistment intent was positively related to perceived readiness of the reserve unit for war. (17)
15. Reenlistment intent was positively related to perceived effectiveness of the junior leadership council of reserve units. (18)
16. Reenlistment intent of reservists who perceived that the military control and discipline in their units were too strict was lower than that of other reservists. (18)

17. Reenlistment intent was positively related to the perceived amount of personal responsibility of the reservist in the unit. (18)
18. Reenlistment intent of reservists who perceived that their reserve unit location was dangerous (in terms of criminal activity) at any time was lower than that of other reservists. (18)
19. Reenlistment intent did not differ by Army (1st, 5th, 6th), region (northeast, south, midwest, west), or type of unit (combat, combat support, combat service support, administration, training). (17)
20. Reenlistment intent was not related to distance from the reservist's home to the reserve unit, the number of times unit leaders talked to reservists about reenlisting, or the reservist's source of information about retirement benefits. (17)
21. Among men, the most popular unit characteristic was having opportunities for promotion. This characteristic was less popular among men with low or very low reenlistment intent than among other men. (23)
22. Among women, the most popular unit characteristic was having effective use of the reservist's time and abilities. Popularity of this unit characteristic was not related to reenlistment intent. (23)
23. Among women, having a sharp, professional unit was more popular among women with low or very low reenlistment intent than among other women; this unit characteristic was the least popular choice among women with moderate reenlistment intent. (23)

Characteristics of the Army Reserve Experience. Reenlistment intent was related to a measure of general attitudes toward the reserve experience. Several general characteristics of the reserve experience were identified as independent dimensions underlying many, more specific characteristics which were highly related to reenlistment intent. The popularity of existing benefits and some hypothetical benefits of reserve membership varied to some extent with reenlistment intent. Finally, the popularity of several proposed changes in the Army Reserve also varied to some extent with reenlistment intent. Specific findings were as follows:

24. Positive attitudes toward the reserve experience were expressed by 60% of the men, 77% of the women, and 63% of all reservists; these reservists had the highest levels of reenlistment intent. (39)
25. Moderate attitudes toward the reserve experience were expressed by 26% of the men, 20% of the women, and 25% of all reservists; these reservists had intermediate levels of reenlistment intent. (39)
26. Negative attitudes toward the reserve experience were expressed by 14% of the men, 3% of the women, and 12% of all reservists; these reservists had the lowest levels of reenlistment intent. (39)
27. Reenlistment intent was positively related to reserve job satisfaction for both men and women. (41,45)

28. Reenlistment intent was positively related to the prestige associated with reserve membership for men. (41)
29. Reenlistment intent was positively related to the social utility of reserve membership for both men and women. (41,45)
30. Reenlistment intent was related to the interference-facilitation effects of reserve membership on other aspects of reservists' lives (e.g., home life and civilian job) for men, and to some extent for women. (45)
31. Reenlistment intent was positively related to the quality of supervisor-subordinate relations in the reserve unit for women. (45)
32. Pay was ranked as the most important existing benefit of reserve membership by 70% of both men and women. The alternative existing benefits were insurance, Post Exchange privileges, medical treatment, and retirement benefits. (49)
33. Retirement benefits were less popular among men with very low reenlistment intent than among other men, and more popular among men with very high reenlistment intent than among other men. (50)
34. Among women, no significant relationship was found between popularity of existing benefits and reenlistment intent. (50)
35. Pay was more important to women than to men, though important to most reservists, at the time of their enlistment. (50)
36. Reservists rated pay as more important to young people who enlist in the Army Reserve than to themselves when they enlisted. (50)
37. Most reservists agreed that reserve pay is at least somewhat important in discouraging young people from joining the Army Reserve. (50)
38. Most reservists agreed that reserve pay is a factor of at least some importance for people who drop out of the Army Reserve (i.e., transfer to the Individual Ready Reserve or disappear). (50)
39. Men tended to agree, but women tended to disagree, with the statement that "People don't reenlist in the Army Reserve because the reserves don't pay enough." Overall, reservists tended to agree with this statement. (Note: 80% of the respondents were men.) (53)
40. Both men and women generally agreed with the statement that "Reserve pay would not be enough to keep me in an outfit that wasted my time." Men tended to agree with this statement more strongly than women. (53-54)
41. Retirement benefits beginning at age 50 (a hypothetical benefit) was less popular among men with low or very low reenlistment intent than among other men. (56-57)

42. Tax exemption on reserve pay (a hypothetical benefit) was more popular among men with low or very low reenlistment intent than among other men. (57)
43. Popularity of several proposed hypothetical benefits was not significantly related to reenlistment intent of women. (56)
44. Among men, the largest increase in reenlistment intent with most preferred hypothetical benefit added (19%) occurred for men who selected educational assistance as most preferred benefit; the second largest increase (17%) occurred for men who selected the reenlistment bonus as the most preferred benefit. (58)
45. Among women, the largest increase in reenlistment intent with most preferred hypothetical benefit added (15%) occurred for women who selected the reenlistment bonus as most preferred benefit; the second largest increase (12%) occurred for women who selected educational assistance as the most preferred benefit. (59)
46. The reenlistment bonus was more popular among men in Armed Forces Qualification Test (AFQT) score category IV than among men in higher AFQT score categories. (64)
47. The tax exemption on reserve pay was more popular among men in higher AFQT score category than among men in lower AFQT score categories. (64)
48. For women, popularity of the hypothetical benefits was not significantly related to AFQT score category. (64-65)
49. Among all reservists, the hypothetical educational assistance benefit was more popular among reservists in the higher AFQT score categories than among reservists in the lower categories. (65)
50. Among all reservists, the reenlistment bonus was more popular among reservists in AFQT score category IV than among other reservists. (65)
51. The hypothetical educational assistance benefit was more popular among men with some college or a college degree than among other men. (66)
52. The reenlistment bonus was more popular among men with less than high school education than among other men, and more popular among men with a high school diploma but no college work than among men with some college or a college degree. (66-67)
53. The tax exemption on reserve pay was more popular among men with a college degree than among other men. (67)
54. The medical care for dependents benefit was much more popular among women with only a high school education than among women with some college or a college degree. (67)

55. The hypothetical educational assistance benefit was more popular among reservists with some college or a college degree than among other reservists. (67)
56. The tax exemption on reserve pay was more popular among reservists with a college degree than among other reservists. (67)
57. Among several proposed changes in the Army Reserve, varying the location of annual training (including overseas locations) was by far the most popular change for both men and women. (68-69)
58. Varying the location of annual training (including overseas locations) was positively related to reenlistment intent of men. (69-71)
59. No-fault discharge of reservists prior to end of term of service (ETS) was inversely related to reenlistment intent of men. (71)
60. None of the proposed changes in the Army Reserve was significantly related to reenlistment intent of women. (71)

#### Utilization of Findings:

The results provided an empirical basis for suggesting some constructive changes in the Army Reserve to increase reenlistment rates. Some implications of these results for policy and program development are suggested below:

- a. Command emphasis on more effective utilization of unit personnel might improve reenlistment rates. In particular, command emphasis on involvement of more unit personnel in planning and executing unit training programs and exercises might improve reenlistment rates, while at the same time enhancing individual readiness and unit readiness for war.
- b. The Army Reserve might consider changes designed to improve the job satisfaction of reservists, particularly men in their initial six-year enlistment. Insofar as possible, the work should (1) be interesting and important (i.e., have purpose and meaning); (2) be relevant to the training, skills, and knowledge of the reservist; and (3) offer variety and the opportunity to see results of one's work.
- c. The Army Reserve might consider changes designed to enhance the pride of reservists in their units and the prestige of units in the local communities. For example, reserve units might undertake community service projects in order to practice mission-related skills (e.g., command, control, and communication) as well as enhance public relations.
- d. The Army Reserve might consider changes designed to improve the social utility of the reserve experience. For example, unit athletic teams might be organized in order to encourage individual physical fitness and enhance public relations as well as improve unit esprit de corps.

- e. The Army Reserve might consider changes designed to (1) facilitate or complement the personal lives of its members; (2) minimize conflict between reserve duties and the civilian jobs of reservists; and (3) maximize the utility of the reserve experience in the civilian job market. For example, occasional unit social events might be planned to enhance personal identification with the unit by family and friends of reservists as well as augment the social lives of unit members; policies regarding attendance at monthly drills and annual training might be examined to determine whether more flexibility may be possible; and reserve career development programs might be evaluated to determine whether increased participation may be desirable and feasible.
- f. The Army Reserve might consider changes designed to improve supervisor-subordinate relations in the units. Perhaps more emphasis on development of the Junior Leadership Council would be useful in this regard.
- g. Increasing reserve pay could improve reenlistment rates.
- h. Adding an educational assistance benefit could improve reenlistment rates.
- i. Adding a reenlistment bonus could improve reenlistment rates.
- j. Adding a tax exemption on reserve pay could improve reenlistment rates.
- k. The Army Reserve might consider whether varying the location of annual training could be useful in accomplishing military objectives other than improving reenlistment rates, such as reducing travel costs or enhancing adaptability of units to changing circumstances.
- l. Perhaps reservists could be permitted to take annual training with other Army Reserve units or with active Army units in order to ameliorate conflict with their civilian jobs.

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# REENLISTMENT IN THE U.S. ARMY RESERVE

## INTRODUCTION

### Purpose and Scope

The purpose of this report is to provide information for Army personnel managers concerning factors which influence reenlistment intentions of U.S. Army Reservists in troop program units. Information provided herein is based on results obtained from a survey conducted in 1978 among a sample of reservists who were within six months of their end of term of service (ETS). This report describes the survey method and presents salient results from analyses of the survey data. The findings provide an empirical basis for suggesting some constructive changes in the Army Reserve to increase reenlistment rates. Some implications of these results for policy and program development are discussed in this report.

### Statement of the Problem

Prior to the advent of the All-Volunteer Army in 1973, maintenance of personnel strength in U.S. Army Reserve (USAR) units was facilitated by the Selective Service draft because service in the Army Reserve components was preferred to service in the active Army by many qualified, military-available youth. After termination of the draft, waiting lists of applicants for USAR enlistment generally vanished and reenlistment rates of eligible first-term USAR enlistees were low. Although these reenlistment rates have been increasing steadily, USAR personnel strength has not yet reached the desired level. Thus, a need exists for continuing improvement in retention of USAR enlistees.

### Background

The Army has taken a number of steps to improve both recruiting and retention of USAR personnel. One significant step was the transfer in 1978 of responsibility for USAR recruiting from the U.S. Army Forces Command (FORSCOM) to the U.S. Army Recruiting Command (USAREC). Advantages of the transfer include application of USAREC expertise to management of USAR recruiting assets and more free time for USAR unit commanders to spend on training and retention of unit personnel. Another significant step was the beginning in 1978 of a test of the reenlistment bonus for improving reenlistment rates in the Army Reserve and the Army National Guard. For test purposes, the reenlistment bonus was made available only to non-prior-service, first-term enlisted personnel in selected units (Note 1). A report of the test results is currently being prepared by the Rand Corporation.

## Research Objective

Improving retention of USAR enlistees requires attention to two separate but related issues: (1) reducing personnel losses due to unsatisfactory participation in the USAR program which results in failure on the part of the reservist to attain reenlistment eligibility or to complete the term of enlistment; and (2) improving reenlistment rates among eligible personnel at the end of the term of service (ETS). Both issues involve factors that influence the decision of the reservist to continue in the USAR program. The specific objective of the research described in this report was to examine motivational and other factors that influence reenlistment intentions of USAR enlistees who were within six months of ETS. Although it was not possible to determine how these intentions were acted on, other research has demonstrated that reenlistment intentions are reliable predictors of reenlistment behavior. For example, Hom and Hulin (1978) surveyed 1,169 Army National Guardsmen in 1977 and found that indices of reenlistment intention correlated from .70 to .79 with reenlistment decisions. Findings by Alley and Gould (1975) indicated that the relationship between reenlistment intent and reenlistment decisions became stronger as the time period between measures of the predictor and the criterion decreased.

## Research Issues

A range of research issues to be investigated was identified by a review of studies and surveys of motivation associated with reserve membership conducted by military and academic researchers in all three services. Major findings from Project Sabre (Note 2) indicated that unit training and teamwork, attitudes toward reserve membership by significant others (especially parents), and monetary incentives were important issues. In 1976, the First U.S. Army conducted a survey of 331 reservists who did not reenlist and found that 80% had been draft-motivated enlistees, and that substantial numbers complained about training, leadership, promotion, and lack of family involvement. Proposed incentives that were rated most attractive were retirement pay beginning at the time of retirement, tuition assistance, higher pay, and reenlistment bonus (Note 3). A survey of 2,287 enlisted naval reservists revealed widespread dissatisfaction with equipment, training, and the difficulty of achieving proficiency (Zurcher, Note 4). Finally, research using 910 Army National Guardsmen and 608 Air National Guardsmen found that technological complexity of work was positively correlated with job satisfaction and reenlistment intentions (Katerberg and Hulin, 1977).

Additional research issues were suggested by a review of some literature pertaining to retention of enlisted personnel in the active services. A survey of reasons for dissatisfaction among active Army personnel in 1976 revealed that enlisted personnel liked to "soldier" more than their leaders would allow, that they were kept busy in meaningless activities, and that non-mission-related requirements made it difficult to achieve combat readiness (Caviness & Neilson, 1977). Finally, the Conference on First Term Attrition in 1977 introduced several papers that discussed affective reasons and individual characteristics related to staying with or leaving the active services (Sinaiko, 1977).

Taken as a whole, these research findings suggest that retention of enlisted personnel in the Army Reserve may be influenced by characteristics of the individual reservist, the reserve unit, and the reserve experience. Individual characteristics include demographic, personal background, and military career variables such as sex, civilian education, and military occupational specialty (MOS). Unit characteristics include variables describing objective information about the unit and variables describing the reservists' subjective perceptions of the unit. For example, objective unit variables include type of unit and distance from the reservist's home to the unit; subjective unit variables include the perceived readiness of the unit to go to war and the perceived amount of military control and discipline in the unit. Characteristics of the reserve experience include variables describing how the reservist feels about the reserve experience and variables describing effects on the reservist's life as a consequence of membership in the Army Reserve. For example, such variables include feelings about the nature of the work and the relationships among unit personnel; the value that the reservist places on the financial compensation for reserve membership; and reactions to the reserve membership by the civilian employer, family, and friends of the reservist. These somewhat overlapping groups of motivational and other factors served to guide the development of a data base to investigate the relationship between reenlistment intent and three major categories of variables:

1. characteristics of the individual reservist;
2. characteristics of the reserve unit; and
3. characteristics of the reserve experience.

## METHOD

### Questionnaire Construction

Based on the review of research findings, a prototype version of the survey questionnaire was prepared. The questionnaire was designed to measure reenlistment intentions of reservists and characteristics of the individual reservist, the reserve unit, and the reserve experience.

In order to reduce the length of the questionnaire and the possibility of identifying individual respondents without their consent, most questions concerning demographic, personal background, and military career characteristics of individuals and most questions concerning objective characteristics of their units were omitted from the questionnaire. The Social Security Account Number (SSAN) was requested so that these data could be obtained from military records. The questionnaire was designed to be interesting, to engage the respondent's imagination, and to provide "permission" through the wording of questions so as to facilitate expression of views that the respondent might otherwise feel were unacceptable.

In order to evaluate understandability, comprehensiveness, and relevance of the prototype questionnaire, a pilot test was conducted in a sample of 53 reservists in six Army Reserve companies: (1) two rifle companies of an infantry battalion located in an urban setting; (2) a military intelligence company



located in a suburban blue-collar setting; (3) a medical company and a maintenance company of a brigade support battalion located in a suburban/rural setting; and (4) a brigade headquarters company located in a suburban middle-class setting. Research team members also conducted informal interviews with non-commissioned officers and commissioned officers in the units. As a result of findings from the questionnaire test, comments made by reservists during discussions which followed the questionnaire administration, and comments made by supervisory personnel in the units, the research team gained additional insights into the Army Reserve program. In particular, desirable and undesirable characteristics of the Army Reserve experience, factors favoring effective programs in the units, and obstacles to effective programs in the units were identified. Comments on the questionnaire were also obtained from officials in the Office of the Deputy Chief of Staff for Personnel, U.S. Army Forces Command, and were incorporated into the questionnaire. The final version of the survey questionnaire is shown in Appendix A.

### Sample Construction

All USAR enlistees in their first enlistment, reenlistment, or extension in the USAR whose ETS occurred during 1 July through 31 December 1978 comprised the population ( $N = 16,836$ ) from which personnel were sampled. The population included personnel who were ineligible for reenlistment as well as those who were eligible.

Personnel in the population were in approximately 1,500 USAR troop program units defined as: (1) separate or organic companies, batteries, or troops; (2) schools, detachments, hospitals, depots, or garrisons; and (3) battalions in regiments of training divisions. Units were grouped by branch and region (northeast, south, midwest, west), then selected in proportion to representation by branch within each region and state. To be eligible for selection, a unit had to have at least four personnel in the population. Within each constraint, units were selected randomly.

Reserve units were selected based on an original population of reservists whose ETS came during 1 February through 31 August 1978. A total of 360 units was selected. The mailing date for the questionnaires was postponed from December 1977 to June 1978. Thus, a new population of reservists whose ETS came during 1 July through 31 December 1978 was used for the survey administration. Only 343 units in the group of selected units had personnel eligible for the survey. A list of these units is provided in Appendix B.

All of the personnel in the selected units who were members of the population comprised the sample ( $N = 3,666$ ). Questionnaires were sent to sampled personnel in June 1978. Thus, personnel in the sample were in the final stages of making decisions about reenlistment. More specifically, sampled personnel were within six months of ETS.

Note that the population which served as the basis for sample construction differs from the population of interest for making statistical inferences from the data. The population of interest for Army Reserve policy and program development includes all reservists who will be making decisions to reenlist or to extend their terms of service in the future. Thus, statistical inferences

from these data must be generalized in order to form a basis for suggesting future Army Reserve policy and program changes designed to improve personnel retention.

### Survey Procedures

The primary consideration in designing the data collection procedure was to provide conditions under which frank, thoughtful replies could be obtained from respondents to the survey questionnaire. In order to accomplish this objective, three requirements had to be met. First, each respondent gave his/her informed consent to be surveyed. The purpose of the survey was explained in a cover letter which was included with every questionnaire. A Privacy Act statement was provided separately, and participation in the survey was completely voluntary. Second, confidentiality of respondents' questionnaire responses was guaranteed. Each respondent was sent a questionnaire packet in an envelope addressed to the respondent, and a stamped envelope addressed to the research team was provided in which the respondent could seal and return the completed questionnaire. The cover letter stated that "No military official will ever see your questionnaire once you mail it to us." Third, command support was obtained for the survey. Unit commanders were directed through military channels to encourage their personnel to participate in the survey, and to provide on-duty time, space, and privacy to participants for completing the questionnaire.

### Data Base Construction

Questionnaire data from respondents who provided their SSAN were merged with their demographic, personal background, and military career data and with objective data concerning specific characteristics of their units to form the final data base. The U.S. Army Reserve Components Personnel and Administration Center (RCPAC) provided the nonquestionnaire data which included the following variables: year of birth, race, marital status, civilian education, Armed Forces Qualification Test (AFQT) score, rank, primary MOS, current USAR obligation, month of ETS, prior/nonprior active Army service, Army, region and type of unit. Primary MOS was recoded into 11 categories as shown in Appendix C.

## RESULTS

### Representativeness of the Data

The final data base consisted of data for 892 personnel (24% of the sample, 5% of the population). The low response rate may be attributed to the fact that the survey was voluntary and to other reasons of a technical nature. Questionnaires for 14% (499) of the personnel in the sample were returned incomplete from the units because the personnel were no longer in the units. Some of these personnel may have been losses who were still carried on RCPAC rolls as unit members. Others of these personnel may have been reservists with ETS in July who did not receive the questionnaire in time to complete it before leaving the unit. In some units there may have been no meeting at which the

reservist could have completed the questionnaire before separating from the unit. Table 1 shows the distributions of personnel in the sample and personnel in the respondent group by month of ETS. Respondents differed significantly from non-respondents in terms of month of ETS. Respondents with ETS in July were under-represented in the final data base, while respondents with ETS in September through December were slightly over-represented in the final data base. These differences are considered to be an artifact of the survey procedures which does not substantially affect the utility of the survey results. Data from about 2% of the respondents (18 reservists) could not be used due to incomplete or otherwise spoiled questionnaires.

TABLE 1  
Distribution of the Sample and the Respondent Group  
by Month of ETS

ETS Date	Sample		Respondents <sup>a</sup>	
	N	%	N	%
July	811	22.1	144	16.1
August	723	19.7	174	19.6
September	715	19.5	202	22.6
October	578	15.8	145	16.2
November	518	14.1	144	16.1
December	321	8.8	83	9.3

<sup>a</sup>  $\chi^2(5) = 29.0, P < .001$  (Respondents vs. Non-respondents).

Questionnaires were received from personnel in at least 73% of the selected units. The representation of various types of units in the group of units from which no questionnaires were received was compared to the representation of these types of units in the group of units selected for the sample. No statistically significant difference was found between the two groups. The results are shown in Table 2.

With respect to making inferences from the respondent group to the population, two issues are important: (1) reliability; and (2) validity. Inferences are reliable to the extent that respondent subgroup sizes are sufficiently large to produce accurate estimates of population parameters for those subgroups. Reliability of an inference is necessary but not sufficient for validity of the inference, which also requires that the respondent subgroup be

representative of the population subgroup. Representativeness is determined by two sub-issues: (a) sampling bias; and (b) response bias. Sampling bias is the extent to which the sample differs from the population along specified characteristics. Response bias is the extent to which the respondent group differs from the sample along specified characteristics. The analyses reported below bear directly on the issues of reliability and validity of the inferences made in this report.

TABLE 2

Representation by Type of Unit in the Group of  
Non-responding Units and in the Group of Units  
Selected for the Sample

Type of Unit	Representation in the Group of Non-responding Units		Representation in the Group of Selected Units	
	N	%	N	%
Combat	5	13.5	38	11.1
Combat Support	9	24.3	78	22.7
Combat Service Support	14	37.8	133	38.8
Training	4	10.8	41	12.0
Administration	5	13.5	53	15.4
TOTAL	37		343	

Composition of respondents in the data base, personnel in the sample, and personnel in the population was checked on four characteristics: sex, race, civilian education, and Armed Forces Qualification Test (AFQT) score category. The results are shown in Table 3. Differences between sample statistics and population values, differences between respondent statistics and population values, and differences between respondent statistics and sample statistics were tested. The results of these tests, and the impact of observed differences on the utility of the survey results, are discussed below.

Differences between sample statistics and population values were statistically significant for race and civilian education. Blacks were somewhat over-represented in the sample. Reservists with civilian education beyond high school were somewhat under-represented in the sample. Thus, the procedure used for constructing the sample produced a sample with biases in terms of race and civilian education. However, the sizes of the statistically significant differences were small.

TABLE 3

Composition of Population, Sample and Respondent Group  
by Selected Demographic and Background Variables

Variable	Population		Sample		Respondents	
	N	%	N	%	N	%
Total	16836	100.0	3666	100.0	892	100.0
<u>Sex:</u>						
Men	13991	83.1	3086	84.2	713	79.9 <sup>a,b</sup>
Women	2845	16.9	580	15.8	172	19.3
Missing					7	0.8
<u>Race:</u>						
White	12913	76.7	2767	75.5 <sup>c</sup>	721	80.8 <sup>d,e</sup>
Black	3384	20.1	813	22.2	156	17.5
Other/Missing	539	3.2	86	2.3	15	1.7
<u>Civilian Education:</u>						
Less than High School	1815	10.8	447	10.2 <sup>f</sup>	76	8.5 <sup>g</sup>
High School Graduate	7846	46.6	1761	48.0	415	46.5
Some College	3969	23.6	827	22.6	203	22.8
College Graduate	2727	16.2	537	14.7	168	18.8
College Plus	417	2.5	80	2.2	24	2.7
Missing	62	0.4	14	0.4	6	0.7
<u>AFQT Category</u>						
I	1750	10.6	370	10.4	110	12.3 <sup>h,i</sup>
II	6486	39.5	1340	37.5	339	38.0
III	6641	40.4	1504	42.1	354	39.7
IV	1556	9.5	359	10.0	62	7.0
Missing	393	2.4	93	2.6	27	3.0

<sup>a</sup>  $\chi^2(1) = 4.0, p < .05$  (Respondents vs. Population).

<sup>b</sup>  $\chi^2(1) = 11.4, p < .001$  (Respondents vs. Nonrespondents).

<sup>c</sup>  $\chi^2(2) = 16.9, p < .001$  (Sample vs. Population).

<sup>d</sup>  $\chi^2(2) = 11.4, p < .01$  (Respondents vs. Population).

<sup>e</sup>  $\chi^2(1) = 16.0, p < .001$  (Respondents vs. Nonrespondents).

<sup>f</sup>  $\chi^2(5) = 16.9, p < .01$  (Sample vs. Population).

<sup>g</sup>  $\chi^2(4) = 29.2, p < .001$  (Respondents vs. Nonrespondents).

<sup>h</sup>  $\chi^2(4) = 9.6, p < .05$  (Respondents vs. Population).

<sup>i</sup>  $\chi^2(3) = 16.8, p < .001$  (Respondents vs. Nonrespondents).

Differences between respondent statistics and population values were statistically significant for sex, race, and AFQT score category. Women were over-represented in the respondent group. Blacks were under-represented in the respondent group in spite of the fact that they were over-represented in the sample. Reservists in AFQT score category I were over-represented in the respondent group, and reservists in AFQT score category IV were under-represented in the respondent group. However, the sizes of the statistically significant differences were small. In terms of civilian education, respondents were representative of reservists in the population in spite of the fact that the sample was not totally representative of the population.

Statistically significant differences were identified between respondents and non-respondents in terms of subgroups defined by sex, race, civilian education, and AFQT score category. Women and whites were more likely to participate in the survey than men and blacks, respectively. Reservists with a college degree were more likely to participate in the survey than reservists with only a high school education or less. Reservists in AFQT score category I were more likely to participate in the survey than reservists in AFQT score categories III and IV. Thus, reservists exhibited response biases in terms of sex, race, civilian education, and AFQT score category. However, the sizes of the statistically significant differences were small.

From the standpoint of reliability, sampling bias differences between sample statistics and population values in terms of race and civilian education were fortuitous; these differences were counterbalanced by differential response bias rates for subgroups of reservists defined by race and civilian education. In the case of race, however, the counterbalancing effect of the differential response rates for whites and blacks was excessive. As a result of the differential response rates for subgroups of reservists in the sample, the respondent group was not completely statistically representative of the population of reservists in terms of sex, race, and AFQT score category. For those subgroups of reservists which were over-represented in the respondent group (i.e., women, whites, reservists in AFQT score category I), the survey results were somewhat more reliable than they would have been if the respondent groups had been perfectly representative of the population of reservists. For those subgroups of reservists which were under-represented in the respondent groups (i.e., men, blacks, reservists in AFQT score category IV), the survey results were somewhat less reliable than they would have been if the respondent group had been perfectly representative of the population of reservists.

From the standpoint of validity, the sampling bias in terms of race and civilian education and the response bias in terms of sex, race, civilian education, and AFQT score category were unfortunate. These biases reduce the extent to which the results can be generalized from the respondent group to the population of interest. Since the absolute sizes of the statistically significant differences were small, the biases could be considered to be negligible. However, the reader is cautioned to keep these differences in mind while evaluating the applicability of these results for Army Reserve policy and program development.

The composition of the male and female respondent groups by selected demographic and background variables is provided in Table 4. Statistically significant differences were found in the representation of men and women

TABLE 4

Composition of Male and Female Respondent Groups by  
Selected Demographic and Background Variables

Variable	<u>Male</u>		<u>Female</u>	
	N	%	N	%
<u>Race:</u> <sup>a</sup>				
White	603	85	113	66
Black	98	14	56	33
Other/Missing	12	1	3	0
<u>Age Group:</u> <sup>b</sup>				
26 or under	341	48	88	51
27-29	227	32	34	20
30 or over	141	20	50	29
<u>AFQT Category:</u> <sup>c</sup>				
I	85	12	25	15
II	253	37	84	51
III	294	42	56	34
IV	60	9	1	1
<u>Civilian Education:</u> <sup>d</sup>				
Less than High School	74	10	2	1
High School Graduate	309	44	105	61
Some College	151	21	49	28
College Graduate	154	22	13	8
College Plus	19	3	3	2
<u>Marital Status:</u> <sup>e</sup>				
Single, no dependents	220	31	95	55
Single, with dependents	13	2	28	16
Married, no dependents	49	7	7	4
Married, with dependents	426	60	42	24

<sup>a</sup>  $\chi^2(1) = 34.3, p < .001$  (Race vs. Sex).

<sup>b</sup>  $\chi^2(2) = 12.7, p < .01$  (Age Group vs. Sex).

<sup>c</sup>  $\chi^2(2) = 8.6, p < .05$  (AFQT Category vs. Sex).

<sup>d</sup>  $\chi^2(4) = 41.0, p < .001$  (Civilian Education vs. Sex).

<sup>e</sup>  $\chi^2(3) = 119.6, p < .001$  (Marital Status vs. Sex).

in various respondent subgroups defined by race, age, AFQT score category, civilian education, and marital status. About one-seventh of the men were black, but one-third of the women were black. About one-half of both men and women were age 26 or under. Among older reservists, a greater percentage of men than women were age 27-29, while a greater percentage of women than men were age 30 or over. About one-half of the male respondents were in AFQT score categories I and II; about two-thirds of the female respondents were in these AFQT score categories. In terms of civilian education, the women were generally better educated than the men. Finally, about one-third of the men were single, while more than two-thirds of the women were single. These differences between male and female respondent groups suggest a need for separate analyses of data for men and women.

Throughout this report, results are often presented for male and female respondent subgroups separately as well as the total respondent groups because separate results for men and women may be useful for evaluation of Army Reserve policies and programs. In drawing implications of these results for Army Reserve policy and program development, it is important to keep in mind the differences between men and women in terms of race, age, AFQT score category, civilian education, and marital status. Such differences can mediate other differences between men and women on variables that are related to reenlistment intent.

#### Measures of Reenlistment Intent

Respondents were asked to indicate the likelihood of their reenlisting as a percentage from 0% (will not reenlist) to 100% (will reenlist). A blank response was treated as missing data rather than an implicit "0%" response. This measure was used in computing the average likelihood of reenlisting (ALR) for reservists grouped in various ways. The ALR for a group was the sum of the stated likelihood of reenlisting for all reservists in the group, divided by the number of reservists in the group (excluding reservists with missing data). Assuming sampling with replacement, the 95% confidence intervals for individual group means were computed based on separate estimates of the standard error of the mean for each group; confidence intervals were based on the  $t$  distribution rather than the  $z$  distribution because sample sizes were small for estimating many of the means (Hays, 1963, p. 311). If the  $F$  statistic from the overall analysis of variance was significant, then statistical significance of ALR differences among groups was tested by inspection of the 95% confidence intervals. Group ALR differences were considered to be statistically significant if their respective 95% confidence intervals did not overlap.

A second measure was a derived measure which partitioned the stated likelihood of reenlisting into five arbitrary categories of reenlistment intent. Table 5 shows the categories, the range of percentage values included in each category, and the distribution of respondents into the categories. Note that the distributions of men and women into these categories differed significantly. About 45% of the men and 68% of the women indicated a positive intent to reenlist, while 31% of the men and 14% of the women indicated a negative intent to reenlist. About 24% of the men and 18% of the women were in the "undecided" category.



TABLE 5

Distribution of Respondents into Categories of  
Reenlistment Intent  
(Derived Measure)

Category	Range of Values Included	Men <sup>a</sup>		Women		Total	
		N	%	N	%	N	%
Definitely Will Reenlist	91-100%	146	21	70	42	216	25
Probably Will Reenlist	61-90%	163	24	43	26	206	24
Undecided	41-60%	164	24	31	18	195	23
Probably Won't Reenlist	11-40%	80	12	10	6	90	10
Definitely Won't Reenlist	0-10%	133	19	14	8	147	17
TOTAL		686		168		854	

Note. Thirty-two respondents did not indicate their likelihood of reenlisting; six respondents did not indicate their sex.

<sup>a</sup> $\chi^2(4) = 37.9, p < .001$  (Category vs. Sex).

A third measure was a five-point response scale which was used to measure reenlistment probability in four fictitious reserve units described in the questionnaire. The five categories of this scale (definitely would reenlist, probably would, undecided, probably would not, definitely would not reenlist) correspond to the five categories of the derived scale.

#### Individual Characteristics

Data analyses were performed to identify simple relationships between reenlistment intent and individual demographic, background, and military career variables. Interactions among the individual variables were not analyzed.

Demographic Variables. The ALR was computed for reservists grouped by sex, race, AFQT score category and age group.

The ALR for male reservists (56%) was significantly less than the ALR for female reservists (73%),  $F(1,852) = 34.9, p < .001$ .

The ALR for whites (58%) was significantly less than that for blacks (65%),  $F(1,844) = 4.2$ ,  $p < .05$ .

The correlation between reenlistment intent and AFQT score was not statistically significant. The ALR for personnel grouped into AFQT score categories I (61%), II (56%), III (60%), and IV (64%) were also not significantly different.

Although the correlation between reenlistment intent and age was statistically significant, the strength of the relationship was very small,  $r = .08$ ,  $n = 860$ ,  $p < .01$ , one-tailed test. The ALR for reservists age 30 or over (67%,  $n = 191$ ) was significantly greater than the ALR for reservists age 27-29 (55%,  $n = 253$ ) and the ALR for reservists age 26 or under (58%,  $n = 412$ ),  $F(2,853) = 7.5$ ,  $p < .001$ .

Background Variables. The ALR was computed for reservists grouped by marital status, level of civilian education, current status as a student, amount of annual income, and civilian employment status.

The ALR was computed for each marital status group (Table 6). The ALR for married reservists (56%) was significantly less than that for single reservists (63%). Although the ALR for single reservists with dependents was substantially greater than the ALR for single reservists with no dependents, this difference did not reach statistical significance.

The ALR was computed for each civilian education group (Table 7). The relationship between reenlistment intent and civilian education was statistically significant. In general, reenlistment intent was inversely related to level of civilian education. College graduates had significantly lower reenlistment intent than nongraduates.

TABLE 6

Average Likelihood of Reenlisting (ALR)  
by Marital Status

Group	N	ALR (%)
1. Single	347	63
2. Married	508	56
TOTAL	855	59

Note.  $F(1,853) = 7.3$ ,  $p < .01$ .

TABLE 7  
Average Likelihood of Reenlisting (ALR)  
by Civilian Education

Group	N	ALR (%)
1. Less than high school graduate	74	65
2. High school graduate	398	63
3. Some college	197	60
4. College graduate	162	49
5. College plus	23	46
TOTAL	854	59

Note.  $F(4,849) = 5.6$ ,  $P < .001$ .

The ALR was also computed for groups of reservists who indicated their current status as a student (Table 8). The relationship between reenlistment intent and reported status as a student was statistically significant. In general, reenlistment intent was positively related to interest in further civilian education.

The ALR was computed for groups of reservists who indicated their level of annual income (Table 9). The relationship between reenlistment intent and annual income was statistically significant. In general, reenlistment intent was inversely related to level of annual income.

The ALR was computed for groups of reservists who indicated the arrangement they have with their civilian employers to take leave for annual training (AT) (Table 10). The relationship between reenlistment intent and arrangements reservists have with their civilian employers to take leave for AT was statistically significant. Reenlistment intent of unemployed reservists was significantly higher than that of other reservists.

Military Career Variables. The ALR was computed for reservists grouped by pay grade, primary MOS category, month of ETS, prior/nonprior active Army service, and current USAR obligation.

The ALR was not significantly different for personnel grouped by pay grade E2 through E7, primary MOS categories 1 through 11, or month of ETS.

TABLE 8

Average Likelihood of Reenlisting (ALR)  
by Current Student Status

Group	N	ALR (%)
1. Full-time student	78	70
2. Part-time student	127	60
3. Not a student, but interested in further civilian education	482	62
4. Not a student, and not interested in further civilian education	159	47
TOTAL	846	60

Note.  $F(3,842) = 10.4$ ,  $P < .001$ .

TABLE 9

Average Likelihood of Reenlisting (ALR)  
by Annual Income

Group	N	ALR (%)
1. Income less than \$3,000	46	69
2. \$3,000 to \$6,000	66	66
3. \$6,000 to \$10,000	170	68
4. \$10,000 to \$15,000	272	62
5. \$15,000 to \$20,000	179	56
6. Income more than \$20,000	104	39
TOTAL	837	60

Note.  $F(5,831) = 11.4$ ,  $P < .001$ .

TABLE 10

Average Likelihood of Reenlisting (ALR)  
by Arrangement with Civilian Employer for Annual Training (AT)

Group	N	ALR (%)
1. Employer provides two weeks military leave for AT	416	59
2. Employer provides one week military leave for AT	10	40
3. Employer provides leave without pay for AT	260	60
4. Employer requires that vacation leave be taken for AT	55	53
5. Self-employed	45	58
6. Unemployed	49	73
TOTAL	835	60

Note.  $F(5,829) = 2.5$ ,  $P < .05$ .

The ALR for prior-service personnel (67%) was significantly greater than that for non-prior-service personnel (51%),  $F(1,850) = 49.4$ ,  $p < .001$ .

The ALR was computed for reservists grouped by current USAR obligation (Table 11). The ALR for female reservists approaching the end of their initial three-year USAR enlistment was not significantly different from that of female reservists in their first reenlistment or extension in the USAR. The ALR for male reservists approaching the end of their initial six-year USAR enlistment was significantly less than that for male reservists in their first reenlistment or extension in the USAR.

#### Unit Characteristics

Data analyses were performed to identify simple relationships between reenlistment intent and variables describing characteristics of units. Interactions among the unit variables were not analyzed.

TABLE 11  
Average Likelihood of Reenlisting (ALR)  
by Current USAR Obligation

Group	N	ALR (%)
1. Females in their first (3 year) enlistment	103	73
2. Females in their first reenlistment or extension	63	75
3. Males in their first (6 year) enlistment	431	49
4. Males in their first reenlistment or extension	263	67
TOTAL	860	59

Note.  $F(1,692) = 45.6$ ,  $p < .001$ .

Objective Unit Characteristics. The ALRs were not significantly different for personnel grouped by Army (1st, 5th, 6th), region (northeast, south, midwest, west), or type of unit (combat, combat support, combat service support, training, administration). The correlation between reenlistment intent and distance from the reserve unit to the home of the reservist was not statistically significant. No statistically significant relationships were found between reenlistment intent and either number of times unit leaders talked to reservists about reenlisting or source of information about retirement benefits.

Subjective Perceptions of Unit Characteristics. The ALR was computed for reservists grouped by ratings of unit readiness, junior leadership council effectiveness, strictness of military control and discipline in the unit, amount of responsibility they had in the unit, and safety of the unit location.

The ALR was computed for groups of reservists who indicated perceived readiness of their unit to go to war (Table 12). The relationship between reenlistment intent and perceived state of unit readiness was statistically significant. In general, reenlistment intent was positively related to level of perceived unit readiness. Reservists who considered their units to be ready to go to war "within 30 days" or "within 60 days" had higher reenlistment intent than reservists who considered their units to be ready to go to war "within 6 months."

TABLE 12

Average Likelihood of Reenlisting (ALR)  
by (Perceived) State of Unit Readiness

Rating	N	ALR (%)
1. Be ready within 30 days	402	67
2. Be ready within 60 days	215	63
3. Be ready within 6 months	109	48
4. Have to start from scratch	111	35
TOTAL	837	59

NOTE: Group membership was based on perceptions of unit readiness by individual reservists. Such perceptions may or may not reflect the official readiness condition of the units.  $F(3,833) = 30.8$ ,  $P < .001$ .

Reservists were asked to rate the perceived effectiveness of the junior leadership council in their units. The ALR was computed for personnel grouped by rating (Table 13). In general, reenlistment intent was positively related to perceived effectiveness of the junior leadership council. Reservists who considered the junior leadership council to be "very effective" or "somewhat effective" had higher reenlistment intent than reservists who considered it to be "ineffective."

Reservists were asked to rate the perceived strictness of military control and discipline in their units. The ALR was computed for personnel grouped by rating (Table 14). The reenlistment intent of reservists who felt that the military control and discipline were too strict was significantly lower than the reenlistment intent of other reservists.

Reservists were asked to rate the perceived amount of responsibility that they have in their units. The ALR was computed for personnel grouped by rating (Table 15). In general, reenlistment intent was positively related to amount of responsibility in the unit. Reservists with "a great deal" or "a fair amount" of responsibility had higher reenlistment intent than reservists with "some" responsibility; reservists with "some" responsibility had higher reenlistment intent than reservists with "none."

Reservists were asked to rate the perceived safety of the location of their reserve units in terms of criminal activity. The ALR was computed for personnel grouped by rating (Table 16). In general, reenlistment intent was positively related to perceived safety of the reserve unit location. Reenlistment intent of reservists who considered the reserve unit location to be dangerous at any time was significantly lower than that of all other reservists.

TABLE 13

Average Likelihood of Reenlisting (ALR)  
by (Perceived) Effectiveness of the Junior Leadership Council

Rating	N	ALR (%)
1. Very effective	44	80
2. Somewhat effective	178	68
3. Ineffective	91	52
4. Does not ex'st	181	56
5. Know nothing about it	358	56
TOTAL	852	59

Note.  $F(4,847) = 8.8$ ,  $P < .001$ .

TABLE 14

Average Likelihood of Reenlisting (ALR)  
by (Perceived) Degree of Military Control and Discipline

Rating	N	ALR (%)
1. Not strict enough	231	62
2. About right	555	61
3. Too strict	62	41
TOTAL	848	60

Note.  $F(2,845) = 9.3$ ,  $P < .001$ .



TABLE 15

Average Likelihood of Reenlisting (ALR)  
by (Perceived) Amount of Responsibility in the Unit

Rating	N	ALR (%)
1. A great deal	120	71
2. A fair amount	359	66
3. Some	193	55
4. Very little	155	45
5. None	30	34
TOTAL	857	59

Note.  $F(4,852) = 19.2$ ,  $P < .001$ .

TABLE 16

Average Likelihood of Reenlisting (ALR)  
by (Perceived) Safety of the Unit Location

Rating	N	ALR (%)
1. Dangerous at any time	17	37
2. Dangerous at night only	31	52
3. Safe if several people are together	36	50
4. Usually safe	485	59
5. Perfectly safe at any time	286	63
TOTAL	855	59

Note.  $F(4,850) = 3.5$ ,  $P < .01$ .

To determine how reservists perceived their time was utilized, they were asked to estimate the number of hours spent on each of eight categories of activity during weekend drills (Table 17). Although only 16 multiple unit training assembly (MUTA) hours are required, respondents indicated that an average of 17.5 hours were spent on unit activities per weekend drill. The average respondent reported that about 36% of the time was spent on training or mission activities, 43% of the time was spent on sustaining activities (i.e., administration, maintenance, and housekeeping), 16% of the time was spent waiting, and 4% of the time was spent recruiting.

TABLE 17  
Utilization of Weekend Drill Time

Activity	Average Number of Hours Per Drill
Training	3.8
Administration	3.4
Waiting	2.9
Maintenance	2.6
Mission	1.7
Housekeeping	1.6
Collateral Mission	.8
Recruiting	.7
TOTAL	17.5 hours per weekend

NOTE: A blank response was scored as zero hours spent on an activity.

Desired Unit Characteristics. The relative desirability of Army Reserve unit characteristics was measured in two ways. In the first approach, a list of eight unit characteristics was presented to reservists who were asked to rank order the characteristics in terms of relative importance to the reservist. In the second approach, descriptions of four fictitious Army Reserve units with different characteristics were presented to reservists who were asked to provide three types of responses: (a) reservists were asked to rate each of several unit characteristics on a five-point scale indicating whether they liked or disliked the unit characteristic (i.e., like very much, like somewhat, undecided, dislike somewhat, dislike very much); (b) reservists were then asked to choose the unit characteristic that they liked best and the one that they disliked most; finally, (c) reservists were asked to indicate on a five point

scale their probability of reenlisting in order to be in such a unit. Thus, the first approach to measurement of the relative desirability of unit characteristics produced responses to characteristics of units in the abstract, while the second approach produced responses to characteristics of units in a specific context of other unit characteristics. For each approach, results were computed for men and women separately as well as the total respondent group because separate results for men and women subgroups may be useful for evaluation of Army Reserve policies and programs. Results for men were almost identical to results for all reservists because the respondent group was predominately male. Results for the total respondent group are discussed in the text only if they differed substantially from the results for the male subgroup.

For each characteristic of units in the abstract (first approach) the percentage of respondents assigning the highest rank to the characteristic was computed (Table 18). These percentages sum to more than 100% because some

TABLE 18

Percentage of Respondents Assigning  
Highest Rank to Unit Characteristics

Unit Characteristic	Male (N=623)	Female (N=149)	Total (N=775)
Opportunities for promotion	33*	29*	33*
Interesting program of training and exercises	20	26	21
Congenial group of people	17	15	17
Convenient location of Reserve Center	11	14	11
Sharp, professionally competent unit	18	13	17
Effective use of my time and abilities	26*	31*	27*
Location in which the Army Reserve is respected	7	9	7
Superiors respect the dignity of subordinates	17	17	17

NOTE: Group size (N) is the minimum for the column.

\*Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

reservists assigned the highest rank to more than one characteristic. If reservists assigned ranks to the unit characteristics by chance, a uniform distribution of responses would be expected. Unit characteristics were considered to be highly popular if the observed frequency of highest rank assignment was judged to have "substantially" exceeded the expected frequency based on this chance distribution. A chi-square test of goodness-of-fit was not performed because the assumption that all observations are statistically independent did not strictly hold for this questionnaire item. For male reservists, opportunities for promotion was the most highly valued unit characteristic; effective use of the reservist's time and abilities was the second most popular choice. For female reservists, effective use of the reservist's time and abilities was the most highly valued unit characteristic; opportunities for promotion was the second most popular choice.

The percentage of respondents in each (derived) reenlistment intent category who assigned the highest rank to unit characteristics was also computed for each characteristic of units in the abstract (Tables 19, 20, and 21 for male, female, and total respondent groups, respectively). Among male reservists, the relationship between reenlistment intent and popularity of a unit with opportunity for promotion was statistically significant. This unit characteristic was substantially less popular among men with low or very low reenlistment intent than among other men. Among female reservists, the relationship between reenlistment intent and popularity of having a sharp, professional unit was statistically significant. This unit characteristic was somewhat more popular among women with low or very low reenlistment intent than among other women; this unit characteristic was also the least popular characteristic among women with moderate reenlistment intent. No other preferences for unit characteristics were significantly related to reenlistment intent. The results for all reservists correspond to those for male reservists only.

For each fictitious reserve unit (second approach), two types of data analysis were performed. First, the percentage of respondents choosing each unit characteristic as best liked and the percentage of respondents choosing each unit characteristic as most disliked were computed. These percentages sum to 100% (within rounding error). If reservists assigned ranks to the unit characteristics by chance, a uniform distribution of responses would be expected. Unit characteristics were considered to be highly popular or highly unpopular when the observed frequency of highest or lowest rank assignment was judged to be "substantially" greater than or less than the expected frequency based on this chance distribution and the overall chi-square goodness-of-fit test was statistically significant. Second, correlations were computed between reservists' ratings of characteristics associated with a fictitious unit and their rating of probability of reenlisting in order to be in such a unit. A positive correlation (i.e.,  $r$ ) indicates that liking the unit characteristic was associated with higher reenlistment intent, while disliking the unit characteristic was associated with lower reenlistment intent. A unit characteristic was considered to be "highly related" to reenlistment intent if it potentially accounted for at least 10% of the variance of reenlistment intent (i.e., absolute value of  $r > .316$ ). Because of difficulties in interpreting results for other unit characteristics, only unit characteristics which were liked or disliked "substantially" more than expected by chance, and are "highly related" to reenlistment intent for the fictitious unit, are discussed in the text. The same criterion for "highly related" was adopted for male re-

spondents only, female respondents only, and total respondents. The judgmental criterion for "substantial" was about the same for male, female, and total respondent subgroups.

Because the index of reenlistment intent in the fictitious reserve units involved a substantial degree of speculation on the part of the reservist, the findings from the correlation analyses must be considered to be suggestive rather than definitive. The results of these two types of data analyses are presented separately for each of the fictitious reserve units.

TABLE 19

Percentage of Male Respondents in Each Category of Reenlistment Intent  
Assigning Highest Rank to Unit Characteristics

Unit Characteristics	N	Percentage in Each Category Ranking the Characteristic First				
		Definitely Will Not Reenlist (125)	Probably Will Not Reenlist (77)	May or May Not Reenlist (146)	Probably Will Reenlist (144)	Definitely Will Reenlist (129)
Opportunity for promotion <sup>a</sup>	210	18	20	41	44	37
Interesting training	125	21	23	16	19	22
Congenial people	106	20	16	16	16	15
Convenient Reserve Center	67	12	12	7	11	13
Sharp, professional unit	111	12	16	16	18	25
Uses time and abilities	164	34	26	24	23	24
Reserves respected in community	42	5	5	8	6	9
Leaders respect subordinates	107	17	19	15	17	18

NOTE: Group size (in parentheses) is minimum for the column; N is the number of male reservists who assigned the highest rank to the unit characteristic.

$\chi^2(4) = 25.5$ ,  $p < .001$ .

TABLE 20

Percentage of Female Respondents in Each Category of Reenlistment Intent  
Assigning Highest Rank to Unit Characteristics

Unit Characteristics	N	Percentage in Each Category Ranking the Characteristic First				
		Definitely	Probably	May or	Probably	Definitely
		Will Not Reenlist (14)	Will Not Reenlist (10)	May Not Reenlist (27)	Will Reenlist (39)	Will Reenlist (59)
Opportunity for promotion	43	29	20	26	26	33
Interesting training	38	21	20	26	21	31
Congenial people	22	14	10	18	20	10
Convenient Reserve Center	21	21	20	15	15	10
Sharp, professional unit <sup>a</sup>	20	14	30	7	15	12
Uses time and abilities	46	29	30	18	28	38
Reserves respected in community	14	7	0	11	13	8
Leaders respect subordinates	25	7	0	18	13	23

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of female reservists who assigned the highest rank to the unit characteristic.

$\chi^2(4) = 12.1, p < .05.$

TABLE 21

Percentage of Total Respondents in Each Category of Reenlistment Intent  
Assigning Highest Rank to Unit Characteristics

Unit Characteristics	N	Percentage in Each Category Ranking the Characteristic First				
		Definitely Will Not Reenlist (141)	Probably Will Not Reenlist (87)	May or May Not Reenlist (173)	Probably Will Reenlist (184)	Definitely Will Reenlist (188)
Opportunity for promotion <sup>a</sup>	255	19	20	38	40	36
Interesting training	163	21	23	18	20	25
Congenial people	129	20	16	17	17	14
Convenient Reserve Center	88	13	12	8	12	12
Sharp, professional unit	132	13	18	14	17	21
Uses time and abilities	211	33	27	24	24	28
Reserves respected in community	56	5	5	9	7	9
Leaders respect subordinates	133	17	17	16	16	20

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of all reservists who assigned the highest rank to the unit characteristic.

$\chi^2(4) = 19.6$ ,  $\underline{p} < .001$ .

The fictitious military intelligence unit was described in the questionnaire as follows:

A military intelligence unit is located within 10 minutes' drive of a large field training area. Six training sessions per year are devoted to overnight field exercises in intelligence gathering. The exercises comprise realistic situations in which information is available from documents, POWs, and reports. Discipline in the unit is lax and relations between senior and junior personnel are informal. Emphasis is on the mission.

For the military intelligence unit, the unit characteristic best liked by both male and female reservists was having many chances to practice mission-related skills (Table 22). For men, another popular unit characteristic was

TABLE 22

Percentage of Respondents Choosing Unit Characteristics as Best Liked for a Fictitious Military Intelligence Unit

Unit Characteristic	Male (N = 668)	Female (N = 163)	Total (N = 834)
Many chances to practice mission-related skills	40*	45*	41*
A lot of hard work	4	3	4
Overnight field exercises	6	8	6
Lax discipline	6	4	6
Informal junior-senior personnel relations	25*	18	24*
Emphasis on mission training	14	18	15
Ready accessibility of field training area	4	4	4

\*Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

Note.  $\chi^2(6) = 516.8, 158.4, \text{ and } 665.2$  (all  $p < .001$ ) for male, female, and total respondent groups, respectively.



the informal junior-senior personnel relations. The unit characteristic most disliked by men was the overnight field exercises, with the lax discipline as the next most disliked characteristic; the unit characteristic most disliked by women was the lax discipline, with the overnight field exercises as the next most disliked characteristic (Table 23). Among the best liked unit characteristics, the characteristic of having many chances to practice mission-related skills was highly related to reenlistment intent for all reservists; among the most disliked unit characteristics, the characteristic of having overnight field exercises was highly related to reenlistment intent for all reservists (Table 24).

TABLE 23

Percentage of Respondents Choosing Unit Characteristics as  
Most Disliked for a Fictitious Military Intelligence Unit

Unit Characteristic	Male (N = 668)	Female (N = 159)	Total (N = 831)
Many chances to practice mission-related skills	2	3	2
A lot of hard work	13	9	13
Overnight field exercises	44*	33*	42*
Lax discipline	30*	40*	31*
Informal junior-senior personnel relations	6	9	6
Emphasis on mission training	1	3	2
Ready accessibility of field training area	4	2	4

\*Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

Note.  $\chi^2(6) = 756.5, 157.5, \text{ and } 890.4$  (all  $P < .001$ ) for male, female, and total respondent groups, respectively.

TABLE 24

Correlations of Unit Characteristics with Reenlistment Intent  
for a Fictitious Military Intelligence Unit

Unit Characteristic	Males (688)	Females (163)	Total (855)
Many chances to practice mission related skills	.34*	.33*	.34*
Lot of hard work	.32	.29	.32
Overnight field exercises	.46*	.36*	.44*
Lax discipline	-.02	.10	.00
Informal relations between senior and junior personnel	.04	.15	.05
Emphasis on mission training	.28	.33	.29
Ready accessibility of field training area	.25	.39	.28

Note: Group size (in parentheses) is the minimum for the column.

- \* Unit characteristic was "highly related" to reenlistment intent and liked or disliked with an observed frequency which substantially exceeded the expected frequency based on a theoretical uniform distribution of responses (see text).

The fictitious heavy maintenance company was described in the questionnaire as follows:

A heavy maintenance company requires a fully equipped shop to practice its mission. Shop facilities are available only during the annual training period. Monthly training includes classes in maintenance procedures, preparation for local parades, and development of the basic skills of the soldier (marksmanship, first aid, military traditions, and courtesies). Monthly training also includes athletic contests with local teams, training Boy Scout and Cub Scout groups, and civic action work that mostly comprises maintenance work on municipal facilities. There is a social gathering at the end of each monthly training period.

For the heavy maintenance company, the unit characteristic best liked by both male and female reservists was the involvement in activities to benefit the community (Table 25). The unit characteristics most disliked by both men and women was not having much chance to practice mission-related tasks (Table 26). Among these unit characteristics, the characteristic of not having much chance to practice mission-related tasks was highly related to reenlistment intent for women only (Table 27).

TABLE 25

Percentage of Respondents Choosing Unit Characteristics as Best Liked for a Fictitious Heavy Maintenance Company

Unit Characteristic	Male (N = 675)	Female (N = 163)	Total (N = 841)
Not much chance to practice mission-related tasks	5	7	5
Integrated system of classes on procedures with practical work at summer camp	14	15	14
Involvement in activities to benefit the community	38*	40*	38*
Athletic teams	14	7	12
Social gatherings	7	8	7
Training in basic skills of the soldier	9	15	10
Working with kids (scouts)	14	8	13

\*Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

Note.  $\chi^2(6) = 348.6, 99.4, \text{ and } 436.4$  (all  $P < .001$ ) for male, female, and total respondent groups, respectively.

The fictitious field artillery howitzer battery was described in the questionnaire as follows:

A Reserve field artillery howitzer battery is one of the organic batteries of a battalion in the Active Army. The two other howitzer batteries and the headquarters battery are Active Army units.

The Active Army battalion staff is responsible for training, administration, and logistical support of the Reserve battery. Some of the battalion staff are present at every drill. Upon mobilization, the Reserve battery would be deployed with its battalion. A very advanced state of readiness is expected. The Reserve battery travels 180 miles to join the Active Army battalion for field exercises during annual training and for four weekend drills per year. Equipment is uniform throughout the active and Reserve batteries in the battalion.

TABLE 26

Percentage of Respondents Choosing Unit Characteristics as  
Most Disliked for a Fictitious Heavy Maintenance Company

Unit Characteristic	Male (N = 661)	Female (N = 159)	Total (N = 823)
Not much chance to practice mission-related tasks	43*	52*	44*
Integrated system of classes on procedures with practical work at summer camp	13	9	12
Involvement in activities to benefit the community	4	4	4
Athletic teams	7	3	6
Social gatherings	14	20	15
Training in basic skills of the soldier	16	8	15
Working with kids (scouts)	4	4	4

\* Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

Note.  $\chi^2(6) = 501.4, 203.1, \text{ and } 684.8$  (all  $P < .001$ ) for male, female, and total respondent groups, respectively.

TABLE 27

Correlations of Unit Characteristics with Reenlistment Intent  
for a Fictitious Heavy Maintenance Company

Unit Characteristic	Males (691)	Females (164)	Total (859)
Not much chance to practice mission-related tasks	.25	.46*	.28
Integrated system of classes on procedures with practical work at summer camp	.27	.29	.27
Involvement in activities to benefit the community	.29	.31	.30
Athletic teams	.38	.38	.38
Social gatherings	.32	.41	.34
Training in basic skills of the soldier	.30	.16	.28
Working with kids (scouts)	.33	.24	.31

Note: Group size (in parentheses) is the minimum for the column. All correlation coefficients were positive.

\* Unit characteristic was "highly related" to reenlistment intent and liked or disliked with an observed frequency which substantially exceeded the expected frequency based on a theoretical uniform distribution of responses (see text).

For the field artillery howitzer battery, the unit characteristic best liked by male reservists was having up-to-date equipment, with a realistic mission and a sharp, efficient unit also rated as highly popular unit characteristics; the unit characteristic best liked by female reservists was having a sharp, efficient unit with a realistic mission (Table 28). The unit characteristic most disliked by men was having strict standards of discipline and

TABLE 28

Percentage of Respondents Choosing Unit Characteristics as  
Best Liked for a Fictitious Field Artillery Howitzer Battery

Unit Characteristic	Male (N = 657)	Female (N = 154)	Total (N = 813)
Training supervised by active Army Officers and non-commis- sioned officers	9	9	9
Sharp, efficient unit	24*	37*	26*
Realistic mission	25*	26*	25*
Up-to-date equipment	33*	15	30*
Logistical support through active Army rather than Army Reserve channels	3	2	3
Reservists under command of an active Army battalion commander	1	1	1
Strict standards of disci- pline and appearance	2	4	2
Active Army standards of readiness	4	6	4

\* Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

Note.  $\chi^2(7) = 595.7, 142.8, \text{ and } 686.7$  (all  $p < .001$ ) for male, female, and total respondent groups, respectively.

appearance, with having reservists under command of an active Army battalion commander also rated as a highly unpopular unit characteristic. The unit characteristic most disliked by women was having reservists under command of an active Army battalion commander, with having strict standards of discipline and appearance also rated as a highly unpopular unit characteristic (Table 29). All of these best liked and most disliked unit characteristics were highly related to reenlistment intent, with the exception of having up-to-date equipment (Table 30).

TABLE 29

Percentage of Respondents Choosing Unit Characteristics as Most Disliked for a Fictitious Field Artillery Howitzer Battery

Unit Characteristic	Male (N = 630)	Female (N = 143)	Total (N = 776)
Training supervised by active Army officers and non-commissioned officer	8	10	8
Sharp, efficient unit	1	2	1
Realistic mission	3	8	4
Up-to-date equipment	4	1	3
Logistical support through active Army rather than Army Reserve channels	5	3	5
Reservists under command of an active Army battalion commander	32*	43*	34*
Strict standards of discipline and appearance	39*	24*	36*
Active Army standards of readiness	7	8	7

\* Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

Note.  $\chi^2(7) = 751.1, 168.0, \text{ and } 884.0$  (all  $P < .001$ ) for male, female, and total respondent groups, respectively.

The fictitious transportation medium truck company was described in the questionnaire as follows:

An Army Reserve transportation medium truck company is closely associated with a civilian trucking firm. Army Reserve mission equipment is located next door to the civilian firm. While membership in the Reserve unit is not mandatory, most of the employees of the civilian firm are members of the unit. The president of the firm is also the commander of the unit. Generally, the managers and supervisors in the firm are also officers and NCOs in the unit. There is a close correspondence between the Reserve training and the professional development of the drivers, mechanics, and dispatchers.

TABLE 30

Correlations of Unit Characteristics with Reenlistment Intent  
for a Fictitious Field Artillery Howitzer Battery

Unit Characteristic	Males (670)	Females (162)	Total (836)
Training supervised by active officers and NCOs	.55	.52	.56
Sharp, efficient unit	.46*	.43*	.47*
Realistic mission	.44*	.44*	.44*
Up-to-date equipment	.26	.25	.25
Logistical support through active rather than reserve channels	.50	.39	.48
Reservists under the command of an active Army battalion commander	.55*	.56*	.56*
Strict standards of discipline and appearance	.57*	.54*	.58*
Active Army standards of readiness	.58	.49	.58

Note: Group size (in parentheses) is the minimum for the column. All correlation coefficients were positive.

\* Unit characteristic was "highly related" to reenlistment intent and liked or disliked with an observed frequency which substantially exceeded the expected frequency based on a theoretical uniform distribution of responses (see text).



For the transportation medium truck company, the unit characteristic best liked by both male and female reservists was the ready availability of equipment (Table 31). The unit characteristic most disliked by both men and

TABLE 31

Percentage of Respondents Choosing Unit Characteristics as  
Best Liked for a Fictitious Transportation Medium  
Truck Company

Unit Characteristic	Male (N = 664)	Female (N = 160)	Total (N = 828)
Ready availability of equipment	40*	44*	41*
Promotion in the unit linked to promotion on the civilian job	10	6	9
Closer relationships with co-worker	16	18	16
Only one set of superiors to worry about	5	2	5
Immediate relevance of training to Army Reserve and civilian jobs	13	13	13
Do the same thing as a civilian and as a reservist	10	5	9
Chance to practice mission-related skills during the civilian job	6	11	7

\* Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

Note.  $\chi^2(6) = 405.5, 137.2, \text{ and } 534.2$  (all  $P < .001$ ) for male, female, and total respondent groups, respectively.

women was having promotion in the unit linked to promotion on the civilian job (Table 32). Only the latter of these two unit characteristics was highly related to reenlistment intent (Table 33).

TABLE 32

Percentage of Respondents Choosing Unit Characteristics as  
Most Disliked for a Fictitious Transportation Medium Truck Company

Unit Characteristic	Male (N = 643)	Female (N = 159)	Total (N = 806)
Ready availability of equipment	2	1	2
Promotion in the unit linked to promotion on the civilian job	49*	45*	48*
Closer relationships with co-workers	5	8	6
Only one set of superiors to worry about	13	13	13
Immediate relevance of train- ing to Army Reserve and civilian jobs	6	5	6
Do the same thing as a civilian and as a reservist	15	22	16
Chance to practice mission- related skills during the civilian job	9	8	9

\* Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

Note.  $\chi^2(6) = 691.0, 150.0, \text{ and } 833.8$  (all  $P < .001$ ) for male, female, and total respondent groups, respectively.

TABLE 33

Correlations of Unit Characteristics with Reenlistment Intent  
for a Fictitious Transportation Medium Truck Company

Unit Characteristic	Males (679)	Females (157)	Total (839)
Ready availability of equipment	.23	.11	.21
Promotion in the unit linked with promotion on the civilian job	.42*	.55*	.44*
Closer relationships with co-workers	.43	.48	.44
Only one set of superiors to worry about	.46	.54	.48
Immediate relevance of training to Reserve and Civilian job	.41	.34	.40
Do the same thing as a Civilian and as a Reservist	.41	.40	.41
Chance to practice Reserve mission-related skills during the civilian job	.44	.45	.44

Note: Group size (in parentheses) is the minimum for the column. All correlation coefficients were positive.

- \* Unit characteristic was "highly related" to reenlistment intent and liked or disliked with an observed frequency which substantially exceeded the expected frequency based on a theoretical uniform distribution of responses (see text).

### Characteristics of the Army Reserve Experience

The major part of the survey questionnaire contained items designed to measure reservists' feelings, perceptions, and opinions about various aspects of the Army Reserve experience. Data analyses were performed to identify salient motivational factors that influence reenlistment intent.

Self-Description. In order to obtain a measure of general attitude toward the Army Reserve experience, reservists were presented with a list of five possible self-descriptions from most positive (Group 1) to least positive (Group 5) and asked to indicate which one of the descriptions most nearly applied to them. For each self-description, the ALR was computed separately for male and female respondents as well as total respondents who selected the self-description (Table 34). Statistical significance was tested by inspection of the 95% confidence intervals for group means when the overall F-tests were statistically significant. For male respondents and for total respondents, the group means were ordered as follows:  $1 = 2 > 3 > 4 > 5$ . For female respondents, the ALR for Group 1 was significantly greater than that for Group 3. A positive self-description was selected by 60% of the men, 77% of the women, and 63% of the total respondents. A negative self-description was selected by 14% of the men, 3% of the women, and 12% of the total respondents. A mixed self-description was selected by 26% of the men, 20% of the women, and 25% of the total respondents.

Correlates of Reenlistment Intent. Correlations were computed between reenlistment intent and 98 questionnaire items concerning various aspects of the Army Reserve experience. On 38 of the items the respondents were asked to indicate agreement or disagreement with a given statement on a five-point scale (strongly agree, agree, not sure, disagree, strongly disagree). On eight of the items the respondents were asked to indicate how much of the time a given statement was true on a five-point scale (all of the time, most of the time, about half of the time, little of the time, none of the time). On eight of the items the respondents were asked to rate the quality of specific aspects of the reserve experience on a five-point scale (very good, good, okay, poor, very poor). And on 44 of the items the respondents were asked to rate the importance of various aspects of the reserve experience to a particular group of people on a five-point scale (very important, important, somewhat important, of little importance, of no importance). The respondents rated the importance of certain factors to young people who enlist in the Army Reserve (11 items) and to themselves when they enlisted in the Army Reserve (same 11 items). The respondents rated the importance of certain factors in discouraging young people from joining the Army Reserve (9 items). Lastly, the respondents rated the importance of certain factors to reservists who drop out of the Army Reserve (13 items). A large amount of content redundancy was built into these questionnaire items. As a result of this redundancy and the large sample size, 82 of these 98 questionnaire items had correlations with reenlistment intent that were statistically greater than zero in the total respondent group ( $p < .01$ , one-tailed test).

A more stringent criterion was adopted for identifying characteristics of the reserve experience which were highly related to reenlistment intent. Questionnaire items were considered to be highly related to reenlistment intent if they potentially accounted for at least 10% of the variance of reenlistment intent (i.e., absolute value of  $r > .316$ ). The same criterion was

TABLE 34  
Average Likelihood of Reenlisting (ALR) by Self-Description

Self-description	Males		Females		Total	
	N	ALR(%)	N	ALR(%)	N	ALR(%)
1. "It is important to me to be in the Army Reserve. I do more than my share. I try to be one of the best soldiers in the unit."	141	71	52	85	193	74
2. "I enjoy being a Reservist. I do my share of the work. I want to be respected, but I don't want to be 'Hot Dog'."	267	71	77	75	346	72
3. "I have mixed feelings about being in the Army Reserve. There are times when I don't do my best, but I usually do my share."	180	40	33	59	215	44
4. "I am not pleased with my Reserve experience. I do enough to get by. Most of the activities are Mickey Mouse and not worth my time."	75	25	4	31	80	25
5. "I am fed up with the Army Reserve. I want to get out as soon as I can. I really don't care whether the work gets done or not."	18	1	1	0	19	1
TOTAL	681	56	167	73	853	60

Note.  $F(4,676) = 75.9$ ,  $\bar{p} < .001$  (males);  $F(4,162) = 7.9$ ,  $\bar{p} < .001$  (females);  $\bar{F}(4,848) = 89.4$ ,  $\bar{p} < .001$  (total respondents).

adopted for correlations computed for male respondents only, female respondents only, and total respondents. The numbers of correlations which met this criterion were 25 for men (minimum  $n = 670$ ), 12 for women (minimum  $n = 163$ ), and 26 for all reservists (minimum  $n = 840$ ).

For a given set of items which had correlations with reenlistment intent that satisfied the criterion, a principal-component analysis was performed to identify the underlying, independent factors measured by the items. The analysis was performed without altering the main diagonal of the correlation matrix, with varimax rotation of the initial factor matrix, and with deletion of all factors with an eigenvalue less than 1.0. The analysis used data for only those reservists who answered all of the questionnaire items included in the analysis. The Statistical Package for the Social Sciences (SPSS) was used to perform this analysis (Nie, Hull, Jenkins, Steinbrenner, & Bent, 1975).

Items correlated highly with reenlistment intent and the factor (discussed below) on which they loaded most heavily are shown in Table 35 for male respondents, Table 36 for female respondents, and Table 37 for total respondents. For convenience of interpretation, the correlation coefficients are presented in these tables as though the item response scales had been reversed. A positive correlation indicates that agreement with the item was associated with high reenlistment intent, while disagreement with the item was associated with low reenlistment intent. A negative correlation indicates that agreement with the items was associated with low reenlistment intent, while disagreement with the items was associated with high reenlistment intent. For some items, two factor numbers are listed if the item had a substantial loading on a second factor; however, the number listed first (i.e., on the left) is always the factor on which the item had the highest loading. Factor numbers in parentheses indicate a negative loading by the item on the factor. Brackets (i.e., [ ]) contain representative responses to complete the sense of the item for those items which required a sentence completion-type response.

For male reservists ( $n = 659$ ), the principal-component analysis identified four factors which accounted for 57% of the total variance among the 25 items most highly related to reenlistment intent (Table 35): (1) "job satisfaction;" (2) "prestige;" (3) "social utility;" (4) "interference-facilitation." The first factor accounted for 19% of the variance with substantial loadings by 9 items. Since most of these items are concerned with the nature of the reserve work, this factor is considered to represent a "job satisfaction" dimension. The second factor accounted for 14% of the total variance with substantial loadings by 7 items. This factor is considered to represent a "prestige" dimension which was measured by items concerned with the pride that the reservist and his parents take in the reserve membership, by items concerned with the importance and uniqueness associated with reserve work, and by items reflecting utility of the reserve experience in facilitating the reservist's civilian career. The third factor accounted for 14% of the variance with substantial loadings by 8 items. This factor is considered to represent a "social utility" dimension which was measured by items concerned with interpersonal aspects of reserve membership and by items concerned with self-betterment. Finally, the fourth factor accounted for 10% of the variance with substantial loadings by 5 items. This factor is considered to represent an "interference-facilitation" dimension which was measured by items concerned with interference of reserve duties with the reservist's home life and civilian job and by items concerned with facilitation of the reservist's civilian career and personal development through membership in the Army Reserve.

TABLE 35

Items Correlating Highly with Reenlistment Intent for  
Male Respondents and Factors on Which They Load Most Heavily

r	Item	Factor	FACTOR LOADINGS			
			Factor 1	Factor 2	Factor 3	Factor 4
.520	Being in the Army Reserve is an interesting change	3	.313	.360	.659	.204
.512	Being in the Army Reserve is a chance to do something important	3,2	.275	.530	.615	.172
-.508	Being in the Army Reserve interferes seriously with my home life	(4)	-.112	-.117	-.265	-.731
.500	Being in the Army Reserve helps me to better myself	3,2	.309	.419	.547	.236
.497	Being in the Army Reserve is fun	3	.286	.294	.701	.214
-.490	My Reserve duties interfere with my civilian job	(4)	-.120	-.202	-.126	-.650
.478	My Reserve job is interesting [most of the time]	1	.758	.275	.258	.189
.460	My work in the Army Reserve is important (has meaning and purpose) [most of the time]	1	.762	.265	.127	.204
.438	Being in the Army Reserve gives me a feeling of belonging	3	.214	.403	.678	.104
-.422	My spouse (or girlfriend/boyfriend) resents the time I spend at Reserve meetings	(4)	-.169	-.187	-.082	-.726
.400	Being in the Reserves helps me in my civilian career	4,2	.237	.372	.140	.380
.396	My Reserve work uses my training, skills, knowledge [most of the time]	1	.794	.218	.088	.131

Table 35 Continued

.389	Being a part of something important was [important] to me when I enlisted in the Army Reserve	2	.109	.842	.237	.160
.386	I am satisfied with my present Reserve job [most of the time]	1	.775	.086	.202	.160
.363	My parents are proud that I am a Reservist	2	.144	.472	.247	.214
-.361	People don't reenlist in the Army Reserve because Reserve training is really dull	(4), (1)	-.389	-.183	-.204	-.397
.356	Opportunity to see results of my work in the Reserves is [good]	1	.752	.142	.125	.100
-.356	My experiences in the Army Reserve have not lived up to my expectations	(1)	-.507	.081	-.376	-.188
.353	Prestige of being a Reservist was [important] to me when I enlisted in the Army Reserve	2	.172	.804	.154	.116
.340	Being in the Army Reserve is a chance to be with people I like	3	.137	.138	.656	.174
-.336	The new people coming into my unit are not the sort of people I want to associate with	(4), (3)	-.131	-.057	-.347	-.405
.334	The recognition (credit given for work done) I receive is adequate [most of the time]	1	.591	-.033	.289	-.015
.332	My Reserve work offers variety (chance to do different things) [most of the time]	1	.582	.142	.148	.194
.323	A chance to learn something new and different was [important] to me when I enlisted in the Army Reserve	2	.079	.770	.125	.144
.318	Most of the people in my unit enjoy being Reservists	3	.254	.006	.432	.319

Note. Factor numbers in parentheses indicate a negative loading for the item on the factor. Brackets (i.e., []) contain representative responses to complete the sense of the item.



TABLE 36

Items Correlating Highly with Reenlistment Intent for Female  
Respondents and Factors on Which They Load Most Heavily

I	Item	Factor	FACTOR LOADINGS		
			Factor 1	Factor 2	Factor 3
-.480	Being in the Army Reserve interferes seriously with my home life	(3)	-.013	-.072	-.694
.470	I am satisfied with my present Reserve job [most of the time]	1	.826	.191	.151
.431	My Reserve job is interesting [most of the time]	1	.805	.296	.118
.402	My working association with my Reserve supervisors is generally [good]	3	.180	.299	.680
.372	Opportunity to see results of my work in the Reserves is [good]	1, 3	.575	.172	.462
.366	My Reserve work offers variety (chance to do different things) [most of the time]	1	.630	-.015	.359
.363	Being in the Army Reserve helps me to better myself	2	.260	.736	.158
.342	Being in the Army Reserve is fun	2	.124	.814	.194
.342	The recognition (credit given for work done) I receive is adequate [most of the time]	3	.391	.184	.546
-.328	My experiences in the Army Reserve have not lived up to my expectations	(1), (2)	-.517	-.420	-.155
.323	My work in the Army Reserve is important (has meaning and purpose) [most of the time]	1	.705	.336	-.035
.320	Being in the Army Reserve is a chance to do something important	2	.248	.810	.157

Note. Factor numbers in parentheses indicate a negative loading for the item on the factor. Brackets (i.e., []) contain representative responses to complete the sense of the item.

For female reservists ( $n = 165$ ), the principal-component analysis identified three factors which accounted for 60% of the total variance among the 12 items most highly related to reenlistment intent (Table 36): (1) "job satisfaction," (2) "social utility," and (3) "supervisor-subordinate relations." The first factor accounted for 26% of the variance with substantial loadings by 6 items. This factor is considered to represent the "job satisfaction" dimension which was measured by a subset of the items which loaded on this dimension for male reservists. The second factor accounted for 20% of the variance with substantial loadings by 4 items. This factor is considered to represent the "social utility" dimension identified for men since it was measured by items which loaded heavily on that dimension for men. Lastly, the third factor accounted for 14% of the variance with substantial loadings by 4 items. This factor is considered to represent a "supervisor-subordinate relations" dimension since it was measured by items concerned with the working relationship of the reservist with her supervisor and the recognition given to the reservist for her work. However, the substantial negative loading on this factor by the item measuring interference of reserve duties with the reservist's home life is puzzling. It seems appropriate to consider this item as also representing the "interference-facilitation" dimension on which it loaded heavily for men. One possible explanation is that, because only one-third of the men were single while more than two-thirds of the women were single, reserve membership may tend to enhance the personal social lives of women more than men. Such enhancement may be partially determined by the quality of supervisor-subordinate relations in the unit.

For all reservists ( $n = 813$ ), the principal-component analysis identified five factors which accounted for 60% of the total variance among the 26 items most highly related to reenlistment intent (Table 37): (1) "job satisfaction," (2) "prestige," (3) "interference-facilitation," (4) "social utility," and (5) "supervisor-subordinate relations." The first factor accounted for 17% of the variance with substantial loadings by 8 items. This factor represents the "job satisfaction" dimension which was measured by essentially the same items for the total respondent group as for the male respondent subgroup. The second factor accounted for 13% of the variance with substantial loadings by 6 items. This factor represents the "prestige" dimension which was measured by essentially the same items for the total respondent group as for the male respondent subgroup. The third factor accounted for 9% of the variance with substantial loadings by 6 items. This factor represents the "interference-facilitation" dimension which was measured by the same items for the total respondent group as for the male respondent subgroup. The fourth factor accounted for 13% of the variance with substantial loadings by 6 items. This factor represents the "social utility" dimension which was measured by essentially the same items for the total respondent group as for the male respondent subgroup. Finally, the fifth factor accounted for 8% of the variance with substantial loadings by 4 items. This factor represents the "supervisor-subordinate relations" dimension which was measured by some of the same items for the total respondent group as for the female respondent subgroup. In general, the five factors identified for the total respondent group correspond closely with the factors identified for the male and female respondent subgroups.

TABLE 37  
Items Correlating Highly with Reenlistment Intent for Total Respondents and  
Factors on Which They Load Most Heavily

I	Item	Factor	FACTOR LOADINGS				
			Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
-.523	Being in the Army Reserve interferes seriously with my home life	3	-.136	-.101	.736	-.253	-.114
.506	Being in the Army Reserve is a chance to do something important	4,2	.291	.483	-.183	.641	.122
.503	Being in the Army Reserve helps me to better myself	4	.327	.386	-.212	.564	.142
.493	Being in the Army Reserve is fun	4	.287	.276	-.232	.696	.125
.485	My Reserve duties interfere with my civilian job	3	-.176	-.183	.661	-.187	.050
.485	Being in the Army Reserve is an interest- ing change	4	.314	.304	-.206	.706	.090
.483	My Reserve job is interesting [most of the time]	1	.755	.219	-.147	.280	.190
.463	My work in the Army Reserve is important (has meaning and purpose) [most of the time]	1	.748	.285	-.167	.130	.162
.428	Being in the Army Reserve gives me a feeling of belonging	4	.202	.379	-.113	.654	.178
.410	I am satisfied with my present Reserve job [most of the time]	1	.773	.048	-.120	.214	.205
.402	My Reserve work uses my training, skills, knowledge [most of the time]	1	.768	.223	-.126	.124	.150
-.402	My spouse (or girlfriend/boyfriend) resents the time I spend at Reserve meetings	3	-.182	-.181	.727	-.032	-.084
.398	Being in the Reserves helps me in my civilian career	2,(3)	.267	.356	-.306	.232	.055

Table 37 Continued

.382	Being a part of something important was [important] to me when I enlisted in the Army Reserve	2	.116	.847	-.164	.238	.082
.368	My parents are proud that I am a Reservist	2	.152	.512	-.236	.213	.068
-.364	My experiences in the Army Reserve have not lived up to my expectations	(1)	-.475	.005	.159	-.307	-.256
.363	Opportunity to see results of my work in the Reserves is [good]	1	.648	.128	-.067	.098	.389
.353	Prestige of being a Reservist was [important] to me when I enlisted in the Army Reserve	2	.180	.821	-.120	.161	.035
.339	My Reserve work offers variety (chance to do different things) [most of the time]	1	.640	.050	-.136	.191	.059
.338	The recognition (credit given for work done) I receive is adequate [most of the time]	5	.342	.046	-.032	.103	.751
.337	Being in the Army Reserve is a chance to be with people I like	4	.128	.089	-.168	.691	.166
.336	A chance to learn something new and different was [important] to me when I enlisted in the Army Reserve	2	.088	.772	-.142	.182	.041
.335	My working association with my Reserve supervisor is generally [good]	5	.230	-.054	-.075	.318	.584
-.334	People don't reenlist in the Army Reserve because Reserve training is really dull	(1), 3	-.408	-.201	.364	-.162	-.060
-.328	The new people coming into my unit are not the sort of people I want to associate with	3, (5)	-.027	-.189	.445	-.211	-.347
.322	The senior noncommissioned officers in my unit look out for the welfare of the soldiers [most of the time]	5	.217	.169	-.108	.082	.785

Note. Factor numbers in parentheses indicate a negative loading for the item on the factor. Brackets (i.e., []) contain representative responses to complete the sense of the item.

For each factor analysis, factor scores were computed using data for only those items which loaded heavily on the factors (as shown in Tables 35-37). Each item score was standardized by its mean and standard deviation, then weighted by its factor score coefficient for a given factor; the weighted, standardized item scores for those items which loaded heavily on the factor were summed to produce the factor score. Factor scores computed in this manner were not statistically independent because some items loaded heavily on more than one factor and because items which did not load heavily on the factors were excluded in computation of the factor scores. The factor score intercorrelations ranged from .46 to .68 for males only, .50 to .58 for females only, and .31 to .66 for total respondents.

For each factor analysis, the factor scores were correlated with reenlistment intent (Table 38). For male reservists, the "interference-facilitation" factor was most strongly related to reenlistment intent. For female reservists, the "supervisor-subordinate relations" factor was most strongly related to reenlistment intent. For men, the "prestige" factor was least related to reenlistment intent. For women, the "social utility" factor was least related to reenlistment intent. The correlations for total respondents corresponded closely with those for men only. The correlation between the "supervisor-subordinate relations" factor and reenlistment intent was substantially lower in the total respondent group than in the female respondent subgroup because this factor was not salient for male respondents.

TABLE 38  
Correlations of Factor Scores with  
Reenlistment Intent

Factor	Males (663)	Females (163)	Total (828)
Job satisfaction	.52	.51	.52
Prestige	.47		.45
Social utility	.58	.42	.55
Interference-facilitation	.65		.63
Supervisor-subordinate relations		.60	.44

Note: Sample size in parentheses is the minimum for the column.

Importance of Existing Benefits. Reservists were asked to rank several existing benefits of reserve membership in order of their importance to the reservist. The ranking by female reservists closely resembled the ranking by male reservists (Table 39). Note that 70% of all reservists listed pay as the most important existing benefit of reserve membership.

TABLE 39

Percentages of Respondents Assigning  
Each Rank to Existing Benefits

Existing Benefit	Rank				
	1	2	3	4	5
Males (N=690)					
Pay	70% *	18	8	4	1
Insurance	13	37	29	14	7
PX Privileges	4	10	22	24	41
Medical Treatment	10	16	21	33	20
Retirement	22	21	23	15	20
Females (N=169)					
Pay	70% *	20	6	2	2
Insurance	18	33	29	12	8
PX Privileges	5	7	24	25	38
Medical Treatment	11	20	22	27	20
Retirement	17	20	20	23	20
Total (N=865)					
Pay	70% *	18	7	4	1
Insurance	15	36	29	14	7
PX Privileges	4	9	22	24	41
Medical Treatment	10	17	22	31	20
Retirement	21	21	22	16	20

NOTE: Group size (N) is the minimum for the rows.

\* Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

The percentage of respondents in each (derived) reenlistment intent category who assigned the highest rank to a given existing benefit was also computed (Tables 40, 41, and 42). For male reservists, popularity of the retirement benefit was significantly related to reenlistment intent. This benefit was substantially less popular among men with very low reenlistment intent than among other men, and substantially more popular among men with very high reenlistment intent than among other men. For female reservists, no significant relationship was found between popularity of existing benefits and reenlistment intent.

Reservists were also asked to rate the importance of reserve pay (1) to the reservist at the time of his/her enlistment; (2) to young people who enlist in the Army Reserve; (3) in discouraging young people from enlisting in the Army Reserve; and (4) to people who drop out of the Army Reserve (Table 43). Pay was significantly more important to women than to men, though important to most reservists, at the time of enlistment. Reservists rated pay as significantly more important to young people who enlist in the Army Reserve than to themselves when they enlisted. Most reservists agreed that reserve pay is at least somewhat important in discouraging young people from joining the Army Reserve. Most reservists also agreed that reserve pay is a factor of at least some importance for people who drop out of the Army Reserve (i.e., transfer to the Individual Ready Reserve or disappear).

TABLE 40

Percentage of Male Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Existing Benefits

Existing Benefit	N	Percentage in Each Category Ranking the Benefit First				
		Definitely Will Not Reenlist (128)	Probably Will Not Reenlist (77)	May or May Not Reenlist (158)	Probably Will Reenlist (160)	Definitely Will Reenlist (143)
Pay	477	70%	70	76	71	63
Insurance	89	13	11	12	15	12
PX Privileges	22	5	3	3	2	4
Medical Treatment	64	12	6	11	9	8
Retirement <sup>a</sup>	149	5	22	20	23	39

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of male reservists who assigned the highest rank to the benefit.

<sup>a</sup> $\chi^2(4) = 47.3, p < .001.$

TABLE 41

Percentage of Female Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Existing Benefits

		Percentage in Each Category Ranking the Benefit First				
Existing Benefit		Definitely Will Not Reenlist (14)	Probably Will Not Reenlist (10)	May or May Not Reenlist (30)	Probably Will Reenlist (41)	Definitely Will Reenlist (70)
	N					
Pay	118	86%	70	77	76	63
Insurance	29	29	20	17	12	19
PX Privileges	8	7	0	13	0	4
Medical Treatment	18	21	0	23	5	9
Retirement	28	7	10	20	14	20

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of female reservists who assigned the highest rank to the benefit.

TABLE 42

Percentage of Total Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Existing Benefits

		Percentage in Each Category Ranking the Benefit First				
Existing Benefit		Definitely Will not Reenlist (144)	Probably Will Not Reenlist (87)	May or May Not Reenlist (189)	Probably Will Reenlist (202)	Definitely Will Reenlist (214)
	N					
Pay	597	71%	70	76	72	63
Insurance	122	15	12	13	15	15
PX Privileges	30	5	2	5	2	4
Medical Treatment	83	12	6	13	8	9
Retirement <sup>a</sup>	178	5	20	20	21	33

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of all reservists who assigned the highest rank to the benefit.

$\chi^2(4) = 42.1, P < .001.$



TABLE 43

## Perceived Importance of Pay

Rating	Males (696)	Females (168)	Total (871)
Importance to the Reservist at the Time of His/Her Enlistment <sup>a</sup>			
Very Important (1)	37%	51%	40%
Important	29	36	30
Somewhat Important	14	11	13
Of Little Importance	10	2	8
Of No Importance (5)	10	1	8
Mean Rating	2.3	1.7	2.1
Importance to Young People Who Enlist in the Army Reserve <sup>b</sup>			
Very Important (1)	55%	62%	57%
Important	35	31	34
Somewhat Important	7	6	7
Of Little Importance	1	0	1
Of No Importance (5)	1	1	1
Mean Rating	1.6	1.5	1.5
Importance in Discouraging Young People from Joining the Army Reserve			
Very Important (1)	21%	22%	22%
Important	36	36	35
Somewhat Important	24	30	25
Of Little Importance	16	10	15
Of No Importance (5)	3	3	3
Mean Rating	2.4	2.4	2.4
Importance to People Who Drop Out of the Army Reserve			
Very Important (1)	26%	22%	25%
Important	30	36	31
Somewhat Important	25	30	26
Of Little Importance	15	8	14
Of No Importance (5)	4	3	4
Mean Rating	2.4	2.3	2.4

NOTE: Group size (in parentheses) is the minimum for the column.

<sup>a</sup> $F(1,863) = 32.2, P < .001$  (Men vs. Women).

<sup>b</sup> $t(694) = 14.6, P < .001$  (men only);  $t(168) = 3.8, P < .001$  (women only);  
 $t(870) = 14.7, P < .001$  (total respondents)-- $t$ -test for differences  
between related measures (see text).

Finally, reservists were asked to indicate agreement or disagreement with two statements concerning reserve pay (Table 44). The proportion of reservists agreeing with a statement was compared to the proportion of reservists disagreeing with a statement by means of a z-test for proportions; reservists who were "not sure" were omitted from the analysis. Men tended to agree with the statement that "People don't reenlist in the Army Reserve because the reserves don't pay enough," whereas women tended to disagree with this statement. Mean ratings were also analyzed with reservists who were "not sure" included. The difference in mean ratings between men and women in reaction to this statement was statistically significant. Both men and women generally agreed with the statement that "Reserve pay would not be enough to keep me in an out-

TABLE 44

Reactions to Statements Concerning Pay

Reaction	Males (704)	Females (170)	Total (887)
"People don't reenlist in the Army Reserve <sup>a,b</sup> because the reserves don't pay enough"			
Strongly Agree (1)	13%	6%	12%
Agree	32	24	31
Not Sure	21	24	22
Disagree	30	39	32
Strongly Disagree (5)	3	7	4
Mean Rating	2.8	3.2	2.8
"Reserve pay would not be enough to keep <sup>c,d</sup> me in an outfit that wasted my time"			
Strongly Agree (1)	35%	28%	34%
Agree	34	36	35
Not Sure	10	8	10
Disagree	15	19	16
Strongly Disagree (5)	6	9	6
Mean Rating	2.2	2.5	2.3

NOTE: Group size (in parentheses) is the minimum for the column.

<sup>a</sup> $\underline{Z} = 4.7$ ,  $\underline{P} < .001$  (men only);  $\underline{Z} = 2.3$ ,  $\underline{P} < .05$  (women only);  $\underline{Z} = 2.4$ ,  $\underline{P} < .05$  (total respondents)--see text.

<sup>b</sup> $\underline{F}(1,872) = 20.6$ ,  $\underline{P} < .001$  (Men vs. Women)--see text.

<sup>c</sup> $\underline{Z} = 13.7$ ,  $\underline{P} < .001$  (men only);  $\underline{Z} = 4.9$ ,  $\underline{P} < .001$  (women only);  $\underline{Z} = 14.4$ ,  $\underline{P} < .001$  (total respondents)--see text.

<sup>d</sup> $\underline{F}(1,880) = 5.3$ ,  $\underline{P} < .05$  (Men vs. Women)--see text.

fit that wasted my time." The difference between men and women in reaction to this statement was statistically significant. Men tended to agree with the statement more strongly than women.

Importance of Hypothetical Benefits. Reservists were asked to consider several hypothetical benefits of reserve membership (Table 45) and to indicate their first, second and third choices of these benefits. Reservists were then asked to indicate which one of the benefits would be least attractive. Results are presented in Table 46. If reservists assigned ranks to the hypothetical benefits by chance, a uniform distribution of ranks would be expected. Hypothetical benefits were considered to be highly popular when the observed frequency of highest rank assignment "substantially" exceeded the expected frequency based on this chance distribution. The fact that 62% of the men had dependents while only 40% of the women had dependents (see Table 4) may account for the apparent differential popularity of the two medical care benefits for men and women. About 32% of all reservists selected one or the other medical care benefit as first choice. For men, a bonus of \$1,800 for a six-year reenlistment and two years of educational assistance of \$200 per month were about equally popular as preferred benefits, second only to the (combined) medical care benefits. For women, the educational assistance benefit was the second most popular choice, after the (combined) medical care benefits. Only 17% of the men listed the educational assistance benefit as first choice, but 30% of the women listed it as first choice. The differential popularity of this benefit for men and women may reflect the different distributions of men and women by level of civilian education; the distributions of men and women by AFQT score category were not significantly different (Table 47).

TABLE 45

List of Hypothetical Benefits

- 
1. Year-round medical treatment for you in military facilities.
  2. Year-round medical treatment for your dependents in military facilities.
  3. Unrestricted commissary privileges.
  4. Unrestricted PX privileges.
  5. Two years of educational assistance at \$200 a month.
  6. A bonus of \$1,800 for a 6-year reenlistment.
  7. Retirement benefits beginning at age 50.
  8. Tax exemption on Reserve pay.
  9. Free travel on military aircraft.
-

TABLE 46

Percentages of Respondents Assigning  
Each Rank to Hypothetical Benefits

Hypothetical Benefit	Rank			
	1	2	3	Least
Males (N=699)				
Medical Care - R	11% <sup>a</sup>	13	9	6
Medical Care - D	20*	17	10	5
Commissary	4	8	10	9
PX Unrestricted	0	4	5	20
Two Years Education	17*	15	14	6
Reenlistment Bonus	18*	16	12	6
Retire at Age 50	13	10	15	7
Tax Exemption	14	14	17	9
Mil Air Travel	2	3	8	32
Females (N=168)				
Medical Care - R	19% <sup>b</sup>	14	14	4
Medical Care - D	15	11	8	5
Commissary	4	4	10	12
PX Unrestricted	0	3	4	23
Two Years Education	30*	23	15	2
Reenlistment Bonus	16	19	14	5
Retire at Age 50	6	10	11	8
Tax Exemption	8	10	15	14
Mil Air Travel	2	7	10	26
Total (N=873)				
Medical Care - R	13% <sup>c</sup>	13	10	5
Medical Care - D	19*	16	9	5
Commissary	4	7	10	10
PX Unrestricted	0	4	5	21
Two Years Education	19*	16	14	5
Reenlistment Bonus	18*	17	12	6
Retire at Age 50	12	10	14	7
Tax Exemption	13	13	17	10
Mil Air Travel	2	4	8	31

NOTE: Group size (N) is the minimum for the column.

\* Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

$a_{\chi^2(8)} = 262.0, p < .001$  (men).

$b_{\chi^2(8)} = 111.7, p < .001$  (women).

$c_{\chi^2(8)} = 333.2, p < .001$  (total).

TABLE 47

Percentages of Respondents Assigning Highest Rank to the Hypothetical Educational Assistance Benefit for Each Armed Forces Qualification Test (AFQT) Score Category and Level of Civilian Education

Variable	Male (117)	Female (50)	Total (168)
<u>AFQT Category:</u>			
I	14%	16	15
II	44	56	48
III	35	28	33
IV	6	0	5
<u>Civilian Education:</u> <sup>a</sup>			
Less than High School	6%	0	4
High School Graduate	30	60	40
Some College	34	28	32
College Graduate	27	10	22
College Plus	2	2	2

NOTE: Group size (in parentheses) is the minimum for the column.

<sup>a</sup> $\chi^2(4) = 15.8$ ,  $p < .01$  (Civilian Education vs. Sex).

The percentage of respondents in each (derived) reenlistment intent category who assigned the highest rank to a given hypothetical benefit was also computed (Tables 48, 49, and 50). Chi-square tests were used to detect a relationship between the ranking and reenlistment intent. For male reservists, reenlistment intent was significantly related to the popularity of several hypothetical benefits: medical care for dependents, reenlistment bonus, retirement pay beginning at age 50, and tax exemption on reserve pay. For female reservists, reenlistment intent was not significantly related to any of the hypothetical benefits. For total respondents, reenlistment intent was significantly related to popularity of only two hypothetical benefits: retirement pay beginning at age 50, and tax exemption on reserve pay. Although the relationship between popularity of medical care for dependents and reenlistment intent was statistically significant for men, a consistent trend was not discernable. Similarly, a consistent trend was not observed in the statistically significant relationship between popularity of the reenlistment bonus and reenlistment intent of men. However, consistent trends were discernable in the relationships between reenlistment intent and popularity of retirement benefits beginning at age 50 and popularity of tax exemption on reserve pay. The hypothetical change in retirement benefits was substantially less popular among men

TABLE 48

Percentage of Male Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Hypothetical Benefits

Hypothetical Benefit	N	Percentage in Each Category Ranking the Benefit First				
		Definitely Will Not Reenlist (127)	Probably Will Not Reenlist (79)	May or May not Reenlist (164)	Probably Will Reenlist (162)	Definitely Will Reenlist (146)
Medical Care - R	77	11%	6	12	12	14
Medical Care - D <sup>a</sup>	135	21	15	20	29	11
Commissary	26	6	4	2	4	4
PX Unrestricted	2	0	0	0	1	1
Two Years Education	114	19	22	18	15	14
Reenlistment Bonus <sup>b</sup>	122	11	19	21	15	23
Retire at 50 <sup>c</sup>	93	7	8	15	14	20
Tax Exemption <sup>d</sup>	95	21	23	12	9	11
Mil Air Travel	14	4	4	1	1	2

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of male reservists who assigned the highest rank to the benefit.

$$^a \chi^2(4) = 16.8, \underline{p} < .01.$$

$$^b \chi^2(4) = 10.3, \underline{p} < .05.$$

$$^c \chi^2(4) = 15.5, \underline{p} < .01.$$

$$^d \chi^2(4) = 12.3, \underline{p} < .05.$$

with low or very low reenlistment intent than among other men. On the other hand, the tax exemption on reserve pay was substantially more popular among men with low or very low reenlistment intent than among other men.

Reservists were also asked to indicate the likelihood of their reenlisting as a percentage from 0% (definitely would not reenlist) to 100% (definitely would reenlist) if their one most preferred hypothetical benefit were added to the Army Reserve, if their two most preferred benefits were added, and if their three most preferred benefits were added. For each group of reservists who selected a particular hypothetical benefit as most desirable, the average likelihood of reenlisting (ALR) was computed without more benefits (based on their previous estimation of their likelihood of reenlisting), with their most preferred benefit added, with their two most preferred benefits added, and with their three most preferred benefits added (Tables 51, 52, and 53). Statistical significance of adding the most preferred benefit was tested by using one-tailed t-tests for differences between related measures. The total ALR increment provides an indication of the magnitude of increase in ALR that may be attainable by adding benefits.

TABLE 49

Percentage of Female Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Hypothetical Benefits

Percentage in Each Category Ranking the Benefit First						
Hypothetical Benefit	N	Definitely Will Not Reenlist (14)	Probably Will Not Reenlist (10)	May or May Not Reenlist (30)	Probably Will Reenlist (41)	Definitely Will Reenlist (70)
Medical Care - R	30	0%	40	20	22	16
Medical Care - D	26	7	10	17	10	21
Commissary	6	7	10	3	2	3
PX Unrestricted	0	0	0	0	0	0
Two Years Education	49	43	10	30	39	24
Reenlistment Bonus	26	21	20	17	10	17
Retire at Age 50	11	7	10	3	2	10
Tax Exemption	13	7	0	7	12	7
Mil Air Travel	4	7	0	3	2	1

NOTE: Group size (in parentheses) is the minimum for the column; N is number of female reservists who assigned the highest rank to the benefit.

For male reservists, the ALR increase with most preferred benefit added was statistically significant for all hypothetical benefits except the unrestricted Post Exchange benefit and the military air travel benefit. The largest ALR increase with most preferred benefit added (19%) occurred for men who selected educational assistance as the most preferred benefit; the second largest ALR increase (17%) occurred for men who selected the reenlistment bonus as the most preferred benefit; the third largest ALR increase (15%) occurred for men who selected the medical care for dependents benefit or the retirement pay at age 50 benefit as the most preferred benefit.

TABLE 50

Percentage of Total Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Hypothetical Benefits

Hypothetical Benefit	N	Percentage in Each Category Ranking the Benefit First				
		Definitely Will Not Reenlist	Probably Will Not Reenlist	May or May Not Reenlist	Probably Will Reenlist	Definitely Will Reenlist
		(143)	(89)	(195)	(204)	(218)
Medical Care - R	107	10	10	13	14	14
Medical Care - D	164	20	15	20	26	15
Commissary	32	6	4	3	3	4
PX Unrestricted	2	0	0	0	0	0
Two Years Education	164	21	20	20	20	17
Reenlistment Bonus	149	13	19	20	14	21
Retire at Age 50 <sup>a</sup>	104	7	8	13	12	17
Tax Exemption <sup>b</sup>	109	20	20	11	10	10
Mil Air Travel	18	4	3	1	2	2

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of all reservists who assigned the highest rank to the benefit.

$$^a \chi^2(4) = 10.8, \underline{p} < .05.$$

$$^b \chi^2(4) = 13.3, \underline{p} < .01.$$

For female reservists, the ALR increase with most preferred benefit added was statistically significant for the following hypothetical benefits: medical care for the reservist, educational assistance, and reenlistment bonus. The largest ALR increase (15%) occurred for women who selected the reenlistment bonus as most preferred benefit; the second largest increase (12%) occurred for women who selected educational assistance as the most preferred benefit; the third largest increase (8%) occurred for women who selected medical care for the reservist as the most preferred benefit.



TABLE 51

Average Likelihood of Reenlisting (ALR) Without  
Additional Benefits and with Benefits Added for Male Respondents

Benefit Selected as Most Desirable	N	Average Likelihood of Reenlisting (%)				
		Without More Benefits	With Most Desirable Benefit Added	With Two Most Desirable Benefits Added	With Three Most Desirable Benefits Added	Total ALR Increment
Med Care - R	80	62	71 <sup>a</sup>	73	75	13
Med Care - D	138	54	69 <sup>b</sup>	73	78	24
Commissary	28	53	66 <sup>c</sup>	69	72	19
PX Unrestricted	3	-	- <sup>d</sup>	-	-	-
2-yr Education	118	52	71 <sup>d</sup>	74	80	28
Reenlistment Bonus	125	62	79 <sup>e</sup>	81	83	21
Retire at Age 50	94	67	82 <sup>f</sup>	84	88	21
Tax Exemption	100	46	58 <sup>g</sup>	61	65	19
Mil Air Travel	14	43	46	53	60	17

Note. The t-test for differences between related measures was used for statistical tests.

<sup>a</sup> t(76) = -3.9, p < .001 (one-tail).

<sup>b</sup> t(134) = -8.8, p < .001 (one-tail).

<sup>c</sup> t(25) = -2.2, p < .05 (one-tail).

<sup>d</sup> t(113) = -8.7, p < .001 (one-tail).

<sup>e</sup> t(121) = -7.3, p < .001 (one-tail).

<sup>f</sup> t(92) = -6.3, p < .001 (one-tail).

<sup>g</sup> t(94) = -5.9, p < .001 (one-tail).

TABLE 52  
Average Likelihood of Reenlisting (ALR) Without  
Additional Benefits and With Benefits Added for Female Reservists

Benefit Selected as Most Desirable	N	Average Likelihood of Reenlisting (%)				Total ALR Increment
		Without More Benefits Added	With Most Desirable Benefit Added	With Two Most Desirable Benefits Added	With Three Most Desirable Benefits Added	
Med Care - R	32	74	82 <sup>a</sup>	84	87	13
Med Care - D	26	80	80	82	86	6
Commissary	6	60	73	68	75	15
PX Unrestricted	0	-	- <sup>b</sup>	-	-	-
2-yr Education	50	72	84 <sup>b</sup>	86	88	16
Reenlistment Bonus	27	70	85 <sup>c</sup>	83	84	14
Retire at Age 50	11	79	77	82	86	7
Tax Exemption	13	78	83	86	89	11
Mil Air Travel	4	60	85	91	94	34

Note. The  $\underline{t}$ -test for differences between related measures was used for statistical tests.

<sup>a</sup>  $\underline{t}(29) = -2.6, \underline{p} < .01$  (one-tail).

<sup>b</sup>  $\underline{t}(48) = -3.9, \underline{p} < .001$  (one-tail).

<sup>c</sup>  $\underline{t}(25) = -3.8, \underline{p} < .001$  (one-tail).

TABLE 53  
Average Likelihood of Reenlisting (ALR) Without  
Additional Benefits and with Benefits Added for Total Respondents

Benefit Selected as Most Desirable	N	Average Likelihood of Reenlisting (%)				Total ALR Increment
		Without More Benefits Added	With Most Desirable Benefit Added	With Two Most Desirable Benefits Added	With Three Most Desirable Benefits Added	
Med Care - R	112	65	74 <sup>a</sup>	77	79	14
Med Care - D	167	59	70 <sup>b</sup>	74	79	20
Commissary	34	54	67 <sup>c</sup>	69	72	18
PX Unrestricted	3	-	-	-	-	-
2-yr Education	169	58	75 <sup>d</sup>	77	82	24
Reenlistment Bonus	153	63	80 <sup>e</sup>	81	83	20
Retire at Age 50	105	68	82 <sup>f</sup>	84	88	20
Tax Exemption	114	49	60 <sup>g</sup>	64	68	19
Mil Air Travel	18	47	55 <sup>h</sup>	61	67	20

Note. The t-test for differences between related measures was used for statistical tests.

<sup>a</sup> t(106) = -4.7, P < .001 (one-tail).

<sup>b</sup> t(163) = -7.6, P < .001 (one-tail).

<sup>c</sup> t(31) = -2.4, P < .05 (one-tail).

<sup>d</sup> t(163) = -9.4, P < .001 (one-tail).

<sup>e</sup> t(148) = -8.3, P < .001 (one-tail).

<sup>f</sup> t(103) = -5.8, P < .001 (one-tail).

<sup>g</sup> t(108) = -6.1, P < .001 (one-tail).

<sup>h</sup> t(17) = -1.8, P < .05 (one-tail).

For all reservists, the ALR increase with most preferred benefit added was statistically significant for all hypothetical benefits except the unrestricted Post Exchange benefit. The largest ALR increase (17%) occurred for reservists who selected the educational assistance or the reenlistment bonus as most preferred benefit; the next largest ALR increase occurred for reservists who selected retirement pay beginning at age 50 as the most preferred benefit.

The percentage of respondents in each AFQT score category who assigned the highest rank to given hypothetical benefit was also computed (Tables 54, 55, and 56). Chi-square tests were used to detect a relationship between the

TABLE 54

Percentage of Male Respondents in Each Armed Forces Qualification Test (AFQT) Score Category Assigning Highest Rank to Hypothetical Benefits

Hypothetical Benefit	N	Percentage in Each Category Ranking the Benefit First			
		AFQT I (84)	AFQT II (249)	AFQT III (288)	AFQT IV (58)
Med Care--R	75	7%	10	12	16
Med Care--D	135	18	17	22	24
Commissary	26	7	4	3	0
PX Unrestricted	3	0	0	1	2
Two Years Education	117	20	21	14	12
Reenlistment Bonus <sup>a</sup>	121	14	14	19	33
Retire at Age 50	91	12	15	14	7
Tax Exemption <sup>b</sup>	97	21	16	12	7
Mil Air Travel	14	0	2	3	0

NOTE: Group size (in parentheses) is the total for the column; N is the number of male reservists who selected the benefit as first choice.

$$^a \chi^2(3) = 11.0, \underline{P} < .05.$$

$$^b \chi^2(3) = 8.1, \underline{P} < .05.$$

ranking and AFQT score category. For male reservists, the popularity of both the reenlistment bonus and the tax exemption on reserve pay was significantly related to AFQT score category. The reenlistment bonus was substantially more popular among men in AFQT score category IV than among men in other AFQT score categories. On the other hand, popularity of the tax exemption on reserve pay was positively related to AFQT score category. For female reservists popularity of the hypothetical benefits was not significantly related

TABLE 55

Percentage of Female Respondents in Each Armed Forces Qualification Test (AFQT) Score Category Assigning Highest Rank to Hypothetical Benefits

Hypothetical Benefit	N	Percentage in Each Category Ranking the Benefit First		
		AFQT I (25)	AFQT II (81)	AFQT III (56)
Med Care--R	31	28%	16	20
Med Care--D	25	4	16	18
Commissary	5	4	5	0
PX Unrestricted	0	0	0	0
Two Years Education	50	32	35	25
Reenlistment Bonus	26	12	12	23
Retire at Age 50	10	12	6	4
Tax Exemption	12	8	7	7
Mil Air Travel	4	0	2	4

NOTE: Group size (in parentheses) is the total for the column; N is the number of female reservists who selected the benefit as first choice.

TABLE 56

Percentage of Total Respondents in Each Armed Forces Qualification Test (AFQT) Score Category Assigning Highest Rank to Hypothetical Benefits

Hypothetical Benefit	N	Percentage in Each Category Ranking the Benefit First			
		AFQT I (109)	AFQT II (331)	AFQT III (348)	AFQT IV (60)
Med Care--R	106	12%	12	13	15
Med Care--D	163	15	17	22	25
Commissary	31	6	4	3	0
PX Unrestricted	3	0	0	1	2
Two Years Education <sup>a</sup>	168	23	24	16	13
Reenlistment Bonus <sup>b</sup>	148	14	14	19	32
Retire at Age 50	101	12	13	12	7
Tax Exemption	110	18	14	12	7
Mil Air Travel	18	0	2	3	0

NOTE: Group size (in parentheses) is the total for the column; N is the number of all reservists who selected the benefit as first choice.

$$^a \chi^2(3) = 9.6, \underline{p} < .05.$$

$$^b \chi^2(3) = 12.3, \underline{p} < .01.$$

to AFQT score category. For all reservists, the popularity of both the educational assistance and the reenlistment bonus was significantly related to AFQT score category. The educational assistance benefit was more popular among reservists in the higher AFQT score categories (i.e., I and II) than among reservists in the lower categories (i.e., III and IV). The reenlistment bonus was substantially more popular among reservists in AFQT score category IV than among other reservists.

The percentage of respondents in each category of civilian education who assigned the highest rank to a given hypothetical benefit was also computed (Tables 57, 58, and 59). Chi-square tests were used to detect a relationship between the ranking and civilian education. For male reservists, the popularity of the educational assistance benefit, the reenlistment bonus, and the tax exemption on reserve pay was significantly related to level of civilian education. Educational assistance was more popular among men with some college or a college degree than among other men. The reenlistment bonus was more popular among men with less than high school education than among

TABLE 57

Percentage of Male Respondents in Each Category . Civilian Education  
Assigning Highest Rank to Hypothetical Benefits

Hypothetical Benefit	N	Percentage in Each Category Ranking the Benefit First				
		Less Than	High School	Some	College	College
		High School (71)	Graduate (301)	College (151)	Graduate (152)	P1 (19)
Med Care - R	78	10%	14	11	7	16
		35	36	31	24	
Med Care - D	137	25	19	20	17	
Commissary	28	4	2	5	5	10
PX Unrestricted	3	0	1	0	1	0
Two Years Education <sup>a</sup>	118	10	12	26	21	16
Reenlistment Bonus <sup>b</sup>	124	27	21	15	14	0
Retire at Age 50	94	16	16	12	10	10
Tax Exemption <sup>c</sup>	98	6	14	9	22	26
Mil Air Travel	14	3	2	1	3	0

NOTE: Group size (in parentheses) is the total for the column; N is the number of male reservists who selected the benefit as first choice.

$$^a \chi^2(3) = 20.4, \underline{P} < .001.$$

$$^b \chi^2(3) = 9.2, \underline{P} < .05.$$

$$^c \chi^2(3) = 16.6, \underline{P} < .001.$$

TABLE 58  
Percentage of Female Respondents in Each Category of Civilian Education  
Assigning Highest Rank to Hypothetical Benefits

Hypothetical Benefit	N	Percentage in Each Category Ranking the Benefit First			
		High School Graduate (103)	Some College (48)	College Graduate (13)	College Plus (3)
Med Care - R	32	20	21	0	33
Med Care - D <sup>a</sup>	26	20	4	8	0
Commissary	6	2	6	8	0
PX Unrestricted	0	0	0	0	0
Two Years Education	50	29	29	38	33
Reenlistment Bonus	27	16	19	8	33
Retire at Age 50	11	5	6	23	0
Tax Exemption	13	6	12	8	0
Mil Air Travel	4	2	2	8	0

NOTE: Group size (in parentheses) is the total for the column; N is the number of female reservists who selected the benefit as first choice.

$$\chi^2(2) = 7.9, p < .05.$$

other men, and the reenlistment bonus was more popular among men with a high school diploma but no college work than among men with some college or a college degree. The tax exemption on reserve pay was more popular among men with a college degree than among other men. For female reservists, popularity of the medical care for dependents' benefit was significantly related to level of civilian education. This benefit was much more popular among women with only a high school education than among women with some college or a college degree. For all reservists, popularity of the educational assistance benefit and the tax exemption on reserve pay was significantly related to level of civilian education. The educational assistance was more popular among reservists with some college or a college degree than among other reservists. The tax exemption on reserve pay was more popular among reservists with a college degree than among other reservists.



TABLE 59

Percentage of Total Respondents in Each Category of Civilian Education  
Assigning Highest Rank to Hypothetical Benefits

Hypothetical Benefit	N	Percentage in Each Category Ranking the Benefit First				
		Less than High School (73)	High School Graduate (405)	Some College (201)	College Graduate (166)	College Plus (74)
Med Care - R	110	10%	15	13	7	17
Med Care - D	166	27	20	17	16	21
Commissary	34	4	2	6	5	8
PX Unrestricted	3	0	0	0	1	0
Two Years Education <sup>a</sup>	169	10	16	27	22	17
Reenlistment Bonus	152	26	19	15	14	4
Retire at Age 50	105	15	13	10	11	8
Tax Exemption <sup>b</sup>	112	6	12	10	20	25
Mil Air Travel	18	3	2	2	4	0

NOTE: Group size (in parentheses) is the total for the column; N is the number of all reservists who selected the benefit as first choice.

$$^a \chi^2(3) = 15.2, \underline{P} < .01.$$

$$^b \chi^2(3) = 17.3, \underline{P} < .001.$$

Desired Changes in the Army Reserve. Reservists were asked to consider several proposed changes in the Army Reserve (Table 60) and to indicate their first, second, and third choices of these changes. Reservists were then asked to indicate which one of the changes would be least desirable. Results are presented in Table 61. If reservists assigned ranks to the proposed changes by chance, a uniform distribution of ranks would be expected. Proposed changes were considered to be highly popular when the observed frequency of highest rank assignment "substantially" exceeded the expected frequency based on this chance distribution. Varying the location of annual training (including overseas locations) was by far the most popular change. This change was ranked as first choice by 43% of the men and 47% of the women. An additional 32% of

TABLE 60

List of Proposed Changes in the Army Reserve

- 
1. Annual training as part of active Army units.
  2. Elimination of all reports at company level beyond a monthly update of a personnel roster and a quarterly update of an equipment roster. Rosters to be prepared by higher headquarters.
  3. Simplified procedures at battalion and separate company levels for involuntary discharge of unsatisfactory reservists.
  4. Inspections directed toward the ability of unit personnel to perform mission-related tasks.
  5. Annual training at a variety of locations, including overseas.
  6. Simplified procedures whereby reservists and reserve units could receive active Army awards for heroism, service, or achievement.
  7. No-fault procedures for discharge of dissatisfied reservists prior to ETS.
  8. Active Army personnel assigned to reserve units at battalion and higher as permanent advisors who would serve with the unit when it is mobilized.
- 

the men and 33% of the women ranked this change as their second or third choice. Only 5% of the men and 2% of the women ranked this change as the least desirable change among the eight choices.

The percentage of respondents in each (derived) reenlistment intent category who assigned the highest rank to a given proposed change was also computed (Tables 62, 63, and 64). Chi-square tests were used to detect a relationship between the ranking and reenlistment intent. For male reservists,

TABLE 61

Percentages of Respondents Assigning  
Each Rank to Proposed Changes in the Army Reserve

Proposed Change	Rank			
	1	2	3	Least
Males (N=663)				
AT with Active Army	14 <sup>a</sup>	11	10	16
Fewer Reports	7	8	11	16
Invol Discharge	3	11	11	6
Mission-Related Inspections	11	16	15	5
Vary Locations of AT	43 <sup>†</sup>	18	14	5
Active Army Awards	4	12	13	13
Discharge before ETS	12	12	12	22
Active Army Advisors	7	12	14	16
Females (N=162)				
AT with Active Army	11 <sup>b</sup>	14	12	12
Fewer Reports	6	9	10	21
Invol Discharge	3	11	7	10
Mission-Related Inspections	12	11	13	4
Vary Locations of AT	47 <sup>*</sup>	18	14	2
Active Army Awards	6	14	14	11
Discharge before ETS	2	7	16	29
Active Army Advisors	13	16	14	12
Total (N=830)				
AT with Active Army	13 <sup>c</sup>	12	10	15
Fewer Reports	7	8	11	17
Invol Discharge	3	11	10	7
Mission-Related Inspections	11	15	14	5
Vary Locations of AT	44 <sup>*</sup>	18	15	4
Active Army Awards	4	12	13	13
Discharge before ETS	10	11	13	24
Active Army Advisors	8	13	14	16

NOTE: Group size (N) is the minimum for the columns.

\*Observed frequency substantially exceeded the expected frequency based on a theoretical uniform distribution of responses.

$\chi^2(7) = 629.1, p < .001$  (men).

$\chi^2(7) = 191.8, p < .001$  (women).

$\chi^2(7) = 804.2, p < .001$  (total).

TABLE 62

Percentage of Male Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Proposed Changes in Army Reserve

Proposed Change	N	Percentage in Each Category Ranking the Change First				
		Definitely Will not Reenlist	Probably Will Not Reenlist	May or May not Reenlist	Probably Will Reenlist	Definitely Will Reenlist
		(125)	(77)	(161)	(161)	(143)
AT with Active Army	89	10%	10	14	12	18
Fewer Reports	46	7	9	9	6	4
Invol. Discharge	21	3	4	5	4	0
Mission-Related Inspections	72	14	9	11	9	10
Vary Locations of AT <sup>a</sup>	292	26	38	44	50	56
Active Army Awards	23	2	5	2	5	4
Discharge before ETS <sup>b</sup>	76	31	17	8	5	3
Active Army Advisors	48	6	8	7	9	6

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of male reservists who assigned the highest rank to the benefit.

$$a \chi^2(4) = 31.7, p < .001.$$

$$b \chi^2(4) = 65.7, p < .001.$$

popularity of proposed changes was significantly related to reenlistment intent for two changes: varying the location of annual training (AT), and no-fault discharge of dissatisfied reservists prior to end of term of service (ETS). Varying the location of AT was directly related to reenlistment intent, while no-fault discharge prior to ETS was inversely related to reenlistment intent. For female reservists, popularity of the proposed changes was not significantly related to reenlistment intent. For all reservists, the results correspond to those for male reservists only.

TABLE 63

Percentage of Female Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Proposed Changes in Army Reserve

Proposed Change	N	Percentage in Each Category Ranking the Change First						
		Definitely	Probably	May or	Probably	Definitely		
		Will No..	Will Not	May not	Will	Will		
		Peenlist	Reenlist	Reenlist	Reenlist	Reenlist	Reenlist	(67)
		(14)	(8)	(29)	(43)			
AT with Active Army	17	29%	0	10	7	10		
Fewer Reports	9	7	0	10	0	8		
Invol Discharge	5	0	0	7	0	4		
Mission-Related Inspections	19	7	25	3	19	10		
Vary Locations of AT	76	29	75	52	56	40		
Active Army Awards	9	14	0	0	5	8		
Discharge before ETS	4	0	0	0	2	4		
Active Army Advisors	22	14	0	17	12	15		

NOTE: Group size (in parentheses) is the minimum for the column; N is the number of female reservists who assigned the highest rank to the benefit.

TABLE 64

Percentage of Total Respondents in Each Reenlistment Intent Category  
Assigning Highest Rank to Proposed Changes in the Army Reserve

Proposed Change	N	Percentage in Each Category Ranking the Change First					
		Definitely Will Not Reenlist (141)	Probably Will Not Reenlist (85)	May or May not Reenlist (191)	Probably Will Reenlist (205)	Definitely Will Reenlist (211)	
AT with Active Army	106	12%	9	13	11	16	
Fewer Reports	55	7	8	9	5	5	
Invol Discharge	26	3	4	5	3	1	
Mission-Related Inspections	91	14	11	10	11	10	
Vary Locations of AT <sup>a</sup>	372	26	41	46	51	51	
Active Army Awards	33	4	5	2	5	5	
Discharge before ETS <sup>b</sup>	80	28	15	6	4	3	
Active Army Advisors	70	7	7	8	10	8	

NOTE: Group size (in parentheses) is minimum for the column; N is the number of all reservists who assigned the highest rank to the benefit.

<sup>a</sup>  $\chi^2(4) = 29.6, p < .001.$

<sup>b</sup>  $\chi^2(4) = 71.0, p < .001.$

## SUMMARY AND CONCLUSIONS

### Individual Characteristics

Reenlistment intent was related to several demographic, personal background, and military career characteristics of individual reservists (Table 65). Although many individual characteristics were related to reenlistment intent,

TABLE 65

### Summary of Findings: Individual Characteristics

Characteristic	Relationship with Reenlistment Intent		
<u>Demographic:</u>			
Sex	Males	<	Females
Race	Whites	<	Blacks
Age	29 and Under	<	30 and Over
AFQT Score		None	
<u>Background:</u>			
Marital Status	Married	<	Single
Civilian Education	More	<	Less
Interest in More Civilian Education	Little	<	Great
Annual Income	Higher	<	Lower
Employment Status	Employed	<	Unemployed
<u>Military Career:</u>			
Active Army Service	Non-prior Service	<	Prior Service
Current USAR Obligation	Six Years (Males)	<	All Others
Pay Grade		None	
Primary MOS Category		None	
Month of ETS		None	

NOTE. Groups of reservists with characteristics listed to the left of the inequality symbol (i.e., <) had lower reenlistment intent than groups of reservists with characteristics listed to the right of the inequality symbol. For example, females had higher reenlistment intent than males.

none has any obvious direct implication for policy change or program development. However, it is important to keep these characteristics in mind while drawing implications of other findings for Army Reserve policy and program development. Individual characteristics can mediate reservists' perceptions of unit characteristics and other aspects of the Army Reserve experience which are related to reenlistment intent. The reenlistment intent of groups of reservists with various combinations of individual characteristics was not investigated because of technical problems involved in conducting such analyses. Thus, for example, it is not necessarily true that black females had a higher reenlistment intent than white females, although such a result might be expected because black reservists irrespective of sex generally had a higher reenlistment intent than white reservists irrespective of sex.

### Unit Characteristics

Reenlistment intent was not related to certain objective characteristics of reservists' units, but was related to reservists' subjective perceptions of several characteristics of their units (Table 66). Interpreting these findings

TABLE 66

#### Summary of Findings: Facts and Perceptions about Unit Characteristics

Characteristic	Relationship with Reenlistment Intent
<u>Objective Unit Characteristics:</u>	
Army (1st, 5th, 6th)	None
Region (NE, S, MW, W)	None
Type of Unit (C, CS, CSS, Trng, Adm'n)	None
Distance (Home to Unit)	None
Frequency of Unit Leader Contacts Concerning Reenlistment	None
Source of Information about Retirement Benefits	None
<u>Subjective Perceptions of Unit Characteristics:</u>	
Unit Readiness	Low < High
Junior Leadership Council Effectiveness	Low < High
Military Control and Discipline	Too Strict < All others
Personal Responsibility	Little < Great
Safety of Unit Location	Dangerous < All others

NOTE: Unit characteristics associated with low reenlistment intent are listed to the left of the inequality symbol (i.e., <), while unit characteristics associated with higher reenlistment intent are listed to the right of the inequality symbol.



TABLE 73

Summary of Findings: Relationship of Civilian  
Education to Popularity of Hypothetical Benefits

Benefit	Relationship
Medical care (Reservists and Dependents combined)	Medical care for dependents was more popular among women with only a high school education than among women with some college or a college degree. No other significant relationships were found.
Educational assistance	More popular among men with some college or a college degree than among other men. No significant relationships for women. Results for all reservists corresponded to those for men only.
Reenlistment bonus	More popular among men with less than high school education than among other men; more popular among men with a high school diploma but no college work than among men with some college or a college degree. No significant relationships for women or for all reservists.
Tax exemption on reserve pay	More popular among men with a college degree than among other men. No significant relationship for women. Results for all reservists corresponded to those for men only.

TABLE 67  
Summary of Findings: Desired Unit Characteristics  
(Abstract Unit)

Characteristic	Popularity	Relationship with Reenlistment Intent
Opportunities for promotion	Most popular choice among men; second most popular choice among women.	Less popular among men with low or very low reenlistment intent than among other men; no significant relationship with reenlistment intent of women.
Effective use of reservist's time and abilities.	Second most popular choice among men; most popular choice among women.	No significant relationship with reenlistment intent of men or women.
Sharp, professional unit.	Neither popular nor unpopular among both men and women.	No significant relationship with reenlistment intent of men; more popular among women with low or very low reenlistment intent than among other women; least popular choice among women with moderate reenlistment intent.

TABLE 68

Summary of Findings: Desired Unit Characteristics  
(Fictitious Units)

Characteristic	Popularity	Relationship with Reenlistment Intent
Military Intelligence Company		
Many chances to practice mission related skills	Best Liked by both men and women.	Highly related to reenlistment intent of both men and women.
Informed junior-senior personnel relations.	Popular among men; neither popular nor unpopular among women.	No significant relationship with reenlistment intent of either men or women.
Overnight field exercises.	Most disliked by men; second most disliked by women.	Highly related to reenlistment intent of both men and women.
Heavy Maintenance Company		
Involvement in activities to benefit the community	Best liked by both men and women.	No significant relationship with reenlistment intent of either men or women.
Not having much chance to practice mission-related tasks.	Most disliked by both men and women.	No significant relationship with reenlistment intent of men; highly related to reenlistment intent of women.

Table 68 Continued

Field Artillery Howitzer Battery		
up-to-date equipment	Best liked by men; neither popular nor unpopular among women	No significant relationships with reenlistment intent for men or women.
Realistic mission	Popular among both men and women.	Highly related to reenlistment intent of both men and women.
Sharp, efficient unit.	Popular among men; best liked by women.	Highly related to reenlistment intent of both men and women.
Strict standards of discipline and appearance.	Most disliked by men; unpopular among women.	Highly related to reenlistment intent by both men and women.
Having reservists under command of an active Army battalion commander.	Unpopular among men; most disliked by women.	Highly related to reenlistment intent of both men and women.
Transportation Medium Truck Company		
Ready availability of equipment.	Best liked by both men and women.	Highly related to reenlistment intent of both men and women.
Having promotion in the unit linked to promotion on the civilian job.	Most disliked by both men and women.	Highly related to reenlistment intent of both men and women.

### Characteristics of the Army Reserve Experience

Reenlistment intent was related to several general characteristics of the reserve experience. Reenlistment intent was also related in varying degrees to the relative popularity of existing benefits, hypothetical benefits, and proposed changes in Army Reserve policies and programs.

General Characteristics. A substantial majority of all reservists selected a self-description which expressed positive attitudes toward the Army Reserve experience. Five general characteristics of the reserve experience were identified as independent dimensions underlying many, more specific characteristics which were highly related to reenlistment intent (Table 69): (1) job satisfaction; (2) prestige; (3) social utility; (4) interference-facilitation; and (5) supervisor-subordinate relations. These general characteristics of the reserve experience suggest five areas for Army Reserve policy and program development in order to increase reenlistment rates.

First, (job satisfaction) the Army Reserve might consider changes designed to improve the job satisfaction of reservists, particularly men in their initial six-year enlistment. Insofar as possible, the work should (a) be interesting and important (i.e., have purpose and meaning); (b) be relevant to the training, skills, and knowledge of the reservist; and (c) offer variety and the opportunity to see results of one's work.

Table 69

Summary of Findings:  
General Characteristics of the Army Reserve Experience

Characteristic	Relationship with Reenlistment Intent
Self-description of general attitude toward the reserve experience	Substantial majority of all reservists had positive attitudes; self-description was related to reenlistment intent of men and women.
Job satisfaction	Related to reenlistment intent of men and women.
Prestige	Related to reenlistment intent of men.
Social utility	Related to reenlistment intent of men and women.
Interference-facilitation	Related to reenlistment intent of men, perhaps women also to some extent.
Supervisor-subordinate relations	Related to reenlistment intent of women.

Second, (prestige) the Army Reserve might consider changes designed to enhance the pride of reservists in their units and the prestige of units in the local communities. For example, reserve units might undertake community service projects in order to practice mission-related skills (e.g., command, control, and communication) as well as enhance public relations.

Third, (social utility) the Army Reserve might consider changes designed to improve the social utility of the reserve experience. For example, unit athletic teams might be organized in order to encourage individual physical fitness and enhance public relations as well as improve unit esprit de corps.

Fourth, (interference-facilitation) the Army Reserve might consider changes designed to (a) facilitate or complement the personal lives of its members; (b) minimize conflict between reserve duties and the civilian job of reservists; and (c) maximize the utility of the reserve experience in the civilian job market. In order to facilitate or complement the personal lives of reservists, occasional unit social events might be planned to enhance personal identification with the unit by family and friends of reservists as well as augment the social lives of unit members. Policies regarding attendance at monthly drills and annual training might be examined to determine whether more flexibility may be possible in order to ameliorate conflict between reserve duties and the civilian jobs of reservists. Reserve career development programs might be evaluated to determine whether increased participation may be desirable, feasible and relevant as a means of enhancing utility of the reserve experience in the civilian job market.

Finally, (supervisor-subordinate relations) the Army Reserve might consider changes designed to improve supervisor-subordinate relations in the units, including improved implementation of Equal Opportunity policies and programs. Perhaps more emphasis on development of the Junior Leadership Council would be useful, since effectiveness of the council was directly associated with reenlistment intent.

Importance of Existing Benefits. The popularity of two existing benefits of reserve membership--pay and retirement benefits--varied to some extent with reenlistment intent (Table 70). The findings suggest that increasing reserve pay could improve somewhat the reenlistment rate of men. Note that retirement benefits were relatively unimportant to reservists with very low reenlistment intent.

Importance of Hypothetical Benefits. The popularity of several hypothetical benefits of reserve membership varied to some extent with reenlistment intent (Table 71). The popularity of these benefits also varied to some extent by AFQT score category (Table 72) and by level of civilian education (Table 73). The findings suggest that adding an educational assistance benefit could improve reenlistment rates; the benefit would likely appeal most to reservists in the higher AFQT categories and to men with some college or a college degree. The findings provide some evidence that adding a reenlistment bonus could improve the reenlistment rate of reservists; this benefit would likely appeal most to men in the lowest AFQT category and to men with lower levels of civilian education. The findings suggest that instituting a tax exemption on reserve pay could improve reenlistment rates of men; this benefit would likely

TABLE 70

Summary of Findings: Existing Benefits

PAY

Most important existing benefits to substantial majority of both men and women.

No significant relationships between popularity of pay and reenlistment intent of men or women.

More important to women than to men, though important to most reservists, at the time of enlistment.

Both men and women rated pay as more important to young people who enlist in the Army Reserve than to themselves when they enlisted.

Most reservists agreed that pay is at least somewhat important in discouraging young people from joining the Army Reserve.

Most reservists agreed that pay is a factor of at least some importance for people who drop out of the Army Reserve.

Men tended to agree, but women tended to disagree, that reservists do not reenlist because pay is inadequate.

Both men and women agreed that pay would not be enough to keep them in a unit which wasted their time; men agreed more strongly than women.

Table 70 Continued

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Retirement Benefits

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Popularity of having retirement benefits beginning at age 50 was significantly related to reenlistment intent of men, but not women.

Less popular among men with very low reenlistment intent than among other men.

More popular among men with very high reenlistment intent than among other men.



TABLE 71

## Summary of Findings: Hypothetical Benefits

## Medical Care (Reservists and Dependents Combined)

About 31% of men and 34% of women listed one or two other medical care benefit as first choice.

No consistent relationship with reenlistment intent was found.

For both men and women, the third largest increase in reenlistment intent occurred with this benefit added.

84

## Reenlistment Bonus

Second most popular hypothetical benefit for men (about 18% of men listed it as first choice).

No consistent relationships with reenlistment intent was found.

For men, the second largest increase in reenlistment intent occurred with this benefit added; for women, the largest increase in reenlistment intent occurred with this benefit added.

## Educational Assistance

About equal in popularity to reenlistment bonus for men; second most popularity hypothetical benefit for women (about 17% of men and 30% of women listed this benefit as first choice).

Table 71 Continued

No consistent relationships with reenlistment intent was found.

For men, the largest increase in reenlistment intent occurred with this benefit added; for women, the second largest increase in reenlistment intent occurred with this benefit added.

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Retirement Pay Beginning at Age 50

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Less popular among men with low or very low reenlistment intent than among other men.

No significant relationships with reenlistment intent was found among women.

A large increase in reenlistment intent occurred for all reservists with this benefit added.

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Tax Exemption on Reserve Pay

---

More popular among men with low or very low reenlistment intent than among other men.

No significant relationships with reenlistment intent of women.

TABLE 72

Summary of Findings: Relationship of AFQT Score Category  
to Popularity of Hypothetical Benefits

Benefit	Relationship
Reenlistment bonus	More popular among men in AFQT Score Category IV than among men in other categories. No significant relationships among women. Results for all reservists corresponded to those for men only.
Educational assistance	No significant relationship among men and women considered separately. More popular among all reservists in AFQT Score Categories I and II than among all reservists in AFQT Score Categories III and IV.
No tax on reserve pay	Popularity was directly related to aptitude level (as reflected by AFQT Score Category) of men. No significant relationships for women. Results for all reservists corresponded to those for men only.

TABLE 73

Summary of Findings: Relationship of Civilian  
Education to Popularity of Hypothetical Benefits

Benefit	Relationship
Medical care (Reservists and Dependents combined)	Medical care for dependents was more popular among women with only a high school education than among women with some college or a college degree. No other significant relationships were found.
Educational assistance	More popular among men with some college or a college degree than among other men. No significant relationships for women. Results for all reservists corresponded to those for men only.
Reenlistment bonus	More popular among men with less than high school education than among other men; more popular among men with a high school diploma but no college work than among men with some college or a college degree. No significant relationships for women or for all reservists.
Tax exemption on reserve pay	More popular among men with a college degree than among other men. No significant relationship for women. Results for all reservists corresponded to those for men only.

appeal most to men in the higher aptitude categories and to men with a college degree. The findings also suggest that reenlistment rates of reservists could be improved by adding medical care benefits and beginning retirement pay at age 50.

Desired Changes in the Army Reserve. The popularity of several proposed changes in the Army Reserve also varied to some extent with reenlistment intent (Table 74). By far the most popular change was to vary the location of annual training (including overseas locations). It was not possible to determine how much of the attractiveness of this change was due to the prospect of a variety of training sites or the prospect of an overseas location for an annual training tour. Because this proposed change was more popular among men with above average reenlistment intent than among men with below average reenlistment intent, it might not be particularly effective in improving reenlistment rates. However, because this proposed change was quite popular among all reservists irrespective of sex or reenlistment intent, it should not be discounted too heavily. The Army Reserve might consider whether varying the location of annual training could be useful in accomplishing military objectives other than improving reenlistment rates, such as reducing travel costs or enhancing adaptability of units to changing circumstances.

A popular change among reservists with low or very low intent to reenlist was to institute no-fault procedures for discharge of dissatisfied reservists prior to ETS. Although this proposed change was somewhat popular among all reservists, it would not likely contribute toward improving reenlistment rates for at least two reasons. First, the change would facilitate separating dissatisfied reservists, not retaining them. Second, the change would improve reenlistment rates only if the presence of dissatisfied reservists in the unit was a significant factor in lowering the reenlistment rates of reservists in general. The present results do not provide any substantial basis to support or refute this hypothesis.

Another proposed change pertaining to annual training was conducting annual training as part of active Army units. Although popularity of this proposed change was not significantly related to reenlistment intent, this proposed change was somewhat popular among all reservists. It is unclear just what this proposed change might have meant to the reservists who participated in the survey. However, a more specific proposal is suggested by the finding that conflict between reserve duties and the civilian job of reservists was inversely related to reenlistment intent. Perhaps individual unit members could be permitted to get annual training with other Army Reserve units or with active Army units in order to ameliorate conflict with their civilian jobs.

In summary a number of individual characteristics, unit characteristics, and characteristics of the reserve experience have been identified which were related to reenlistment intent. In previous studies, reenlistment intent has been shown to relate to actual reenlistment decisions. Consequently, strategies for effective management of characteristics identified in Tables 65-74 may be considered fruitfully in efforts to increase reenlistment in the U.S. Army Reserve, to the extent that such strategies are in accordance with the Army Reserve mission, goals, constraints, and policy.

TABLE 74

## Summary of Findings: Desired Changes in the Army Reserve Program

Proposed Change	Relationship with Reenlistment Intent
Vary locations of annual training (including overseas locations)	Popularity was directly related to reenlistment intent of men. No significant relationships was found for women. Results for all reservists corresponded to those for men only.
No-fault procedures for discharge or dissatisfied reservists prior to ETS.	Popularity was inversely related to reenlistment intent of men. No significant relationships was found for women. Results for all reservists corresponded to those for men only.

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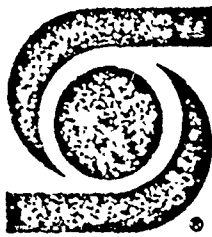
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APPENDIX A  
SURVEY QUESTIONNAIRE



University City Science Center

3624 Science Center  
Philadelphia  
Pennsylvania 19104  
215 387-2255

A STUDY OF THE ARMY RESERVE EXPERIENCE

We want you to answer some questions about the Army Reserve.

In the questionnaire we will ask you:

- Whether you are planning to leave the Reserves, or stay in.
- What you expect from the Reserves, and what you get.
- How you feel about the people in your unit.
- How the Reserves could be improved.

This is a real opportunity to make your opinions count. Please tell us frankly how you feel.

Your responses will be confidential. No military official will ever see your questionnaire once you mail it to us.

There are spaces for you to enter your social security number at the top of page 2. You do not have to put down your social security number if you do not want to. It would help us to match your responses with background data the Army has already given us, but it is more important to us that you feel free to respond openly.

The numbers at the bottom of each page are to assist our keypunchers in getting your answers into the computer. Please ignore them.

Thank you for your cooperation.

Before you begin the questionnaire, would you state your own ideas on three (3) questions.

1. What do you like best about the Army Reserve?

2. What do you like least about the Army Reserve?

3. What change in the Army Reserve program would be most important to you?

SOCIAL SECURITY NUMBER

--	--	--

--	--

--	--	--	--

Use the following scale (agree/disagree) to respond to the items on this page:

1. Strongly agree
2. Agree
3. Not sure
4. Disagree
5. Strongly disagree

Put the number of your response in the box next to each item.

Most of my friends think it is a waste of time to be in the Reserves.

--

Training exercises would be more interesting if we had some kind of training ammunition that would let you know when you hit a person.

--

I don't know what the mission of my unit really is.

--

I like field exercises better than indoor classes.

--

The new people coming into my unit are not the sort of people I want to associate with.

--

In my unit, most of the soldiers do not really care what happens to the next person.

--

Being in the Reserves helps me in my civilian career.

--

I think Reservists who do not do their share should be thrown out of the unit.

--

I do not like annual training because we always go to the same place.

--

How many miles must you travel to meet with your Reserve unit? \_\_\_\_\_ miles

--

What is your sex? 1 = Male, 2 = Female

--

--

--

Use the following scale to respond to the items on this page:

1. Strongly agree
2. Agree
3. Not sure
4. Disagree
5. Strongly disagree

Reserve pay would not be enough to keep me in an outfit that wasted my time.

☐

Tuition assistance would be very important to me.

☐

A lot of the Reservists who have joined recently only stay for a few meetings, then drop out.

☐

It is hard to sell the unit to prospective members.

☐

The mission of our unit is important.

☐

Most of the people in my unit enjoy being Reservists.

☐

One of the things that worries me about being a Reservist is the possibility of being called to active service.

☐

My parents are proud that I am a Reservist.

☐

My spouse (or girlfriend/boyfriend) resents the time I spend at Reserve meetings.

☐

The officers in my unit care about what happens to the individual soldier.

☐

In my unit, a soldier will get a fair deal regardless of his or her race.

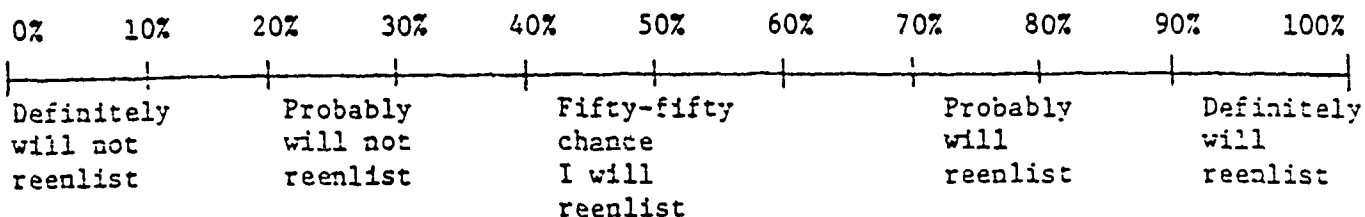
☐

My Reserve duties interfere with my civilian job.

☐

My experiences in the Army Reserve have not lived up to my expectations.

☐



A response of 100% would indicate that you definitely intend to reenlist; 0% would indicate that you have made up your mind not to reenlist; 50% would indicate that you could go one way or the other. Write any % which you feel reflects your leanings in the box at the right.

 %

If the number you wrote at the top in the box is smaller than 50%, please tell us in the space below what changes either in incentives or anything else about the Reserves, would get you to change your mind. If the number you wrote in the box is 50% or larger, skip this question and go on to the next.

If you were choosing an Army Reserve unit which of the following characteristics would be most important to you?

Put 1 in the box opposite the most important characteristic, 2 in the box opposite the second most important characteristic, 3 in the box opposite the third most important characteristic, and so on until you reach the least important characteristic which should be number 8.

Opportunities for promotion

An interesting program of training and exercises

A congenial group of people

A Reserve Center that is convenient for me to get to

A sharp, professionally competent unit

A unit that uses my time and abilities effectively

A location in which the Army Reserve is respected

Officers and NCOs who respect the dignity of their subordinates

Which of the following most nearly describes you?

1. It is important to me to be in the Army Reserve. I do more than my share. I try to be one of the best soldiers in the unit.
2. I enjoy being a Reservist. I do my share of the work. I want to be respected but I don't want to be a "Hot Dog".
3. I have mixed feelings about being in the Army Reserve. There are times when I don't do my best, but I usually do my share. ☐
4. I am not pleased with my Reserve experience. I do enough to get by. Most of the activities are Mickey Mouse and not worth my time.
5. I am fed up with the Army Reserve. I want to get out as soon as I can. I really don't care whether the work gets done or not.

What do you think of the military control and discipline in your unit?

1. Not strict enough
2. About right
3. Too strict ☐

The junior leadership council in my unit

1. Is very effective
2. Is somewhat effective
3. Is ineffective ☐
4. Does not exist
5. I know nothing about it

THE NEXT FOUR PAGES DESCRIBE FICTITIOUS RESERVE UNITS

A military intelligence unit is located within ten minutes' drive of a large field training area. Six training sessions per year are devoted to overnight field exercises in intelligence gathering. The exercises comprise realistic situations in which information is available from documents, POWs, and reports. Discipline in the unit is lax and relations between senior and junior personnel are informal. Emphasis is on the mission. Characteristics of this unit are listed below.

Use the following scale to indicate your opinions of each characteristic:

1. Like very much
2. Like somewhat
3. Undecided
4. Dislike somewhat
5. Dislike very much

1. Many chances to practice mission-related skills
2. Lot of hard work
3. Overnight field exercises
4. Lax discipline
5. Informal relations between senior and junior personnel
6. Emphasis on mission training
7. Ready accessibility of field training area


Which one of the above characteristics do you like best about the unit?

Which of the characteristics do you dislike most about the unit?

Would you reenlist to be in a unit like this?

1. Definitely would
2. Probably would
3. Undecided
4. Probably would not
5. Definitely would not

--



A heavy maintenance company requires a fully equipped shop to practice its mission. Shop facilities are available only during the annual training period. Monthly training includes classes in maintenance procedures, preparation for local parades, and development of the basic skills of the soldier (marksmanship, first aid, military traditions and courtesy). Monthly training also includes athletic contests with local teams, training Boy Scout and Cub Scout groups, and civic action work that mostly comprises maintenance work on municipal facilities. There is a social gathering at the end of each monthly training period to drink beer and watch stag films or major athletic events on television. Characteristics of this unit are listed below.

Use the following scale to indicate your opinion of each characteristic.

1. Like very much
2. Like somewhat
3. Undecided
4. Dislike somewhat
5. Dislike very much

1. Not much chance to practice mission-related tasks

☐

2. Integrated system of classes on procedures with practical work at summer camp

☐

3. Involvement in activities to benefit the community

☐

4. Athletic teams

☐

5. Social gatherings

☐

6. Training in basic skills of the soldier

☐

7. working with kids (scouts)

☐

Which one of the above characteristics do you like best about the unit?

☐

Which of the characteristics do you dislike most about this unit?

☐

Would you reenlist to serve in a unit of this type?

1. Definitely would
2. Probably would
3. Undecided
4. Probably would not
5. Definitely would not

☐

A Reserve field artillery howitzer battery is one of the organic batteries of a battalion in the Active Army. The two other howitzer batteries and the headquarters battery are Active Army units. The Active Army battalion staff is responsible for training, administration, and logistical support of the Reserve battery. Some of the battalion staff are present at every drill. Upon mobilization, the Reserve battery would be deployed with its battalion. A very advanced state of readiness is expected. The Reserve battery travels 180 miles to join the Active Army battalion for field exercises during annual training and for four weekend drills per year. Equipment is uniform throughout the active and Reserve batteries in the battalion. Characteristics of this unit are listed below.

Use the following scale to indicate your opinion of each characteristic.

1. Like very much
2. Like somewhat
3. Undecided
4. Dislike somewhat
5. Dislike very much

1. Training supervised by active officers and NCOs

☐

2. Sharp, efficient unit

☐

3. Realistic mission

☐

4. Up-to-date equipment

☐

5. Logistical support through active rather than reserve channels

☐

6. Reservists under the command of an Active Army battalion commander

☐

7. Strict standards of discipline and appearance

☐

8. Active Army standards of readiness

☐

Which one of the above characteristics do you like best about the unit?

☐

Which of the characteristics do you dislike most about the unit?

☐

Would you reenlist to be in a unit like this?

1. Definitely would
2. Probably would
3. Undecided
4. Probably would not
5. Definitely would not

☐

An Army Reserve transportation medium truck company is closely associated with a civilian trucking firm. Army Reserve mission equipment is located next door to the civilian firm. While membership in the Reserve unit is not mandatory, most of the employees of the civilian firm are members of the unit. The president of the firm is also the commander of the unit. Generally, the managers and supervisors in the firm are also officers and NCOs in the unit. There is a close correspondence between the Reserve training and the professional development of the drivers, mechanics, and dispatchers. Characteristics of this unit are listed below.

Use the following scale to indicate your opinion of each characteristic.

1. Like very much
2. Like somewhat
3. Undecided
4. Dislike somewhat
5. Dislike very much

1. Ready availability of equipment

☐  
☐

2. Promotion in the unit linked with promotion on the civilian job

3. Closer relationships with co-workers

☐  
☐

4. Only one set of superiors to worry about

☐

5. Immediate relevance of training to Reserve and civilian job

☐

6. Do the same thing as a civilian and as a Reservist

☐

7. Chance to practice Reserve mission-related skills during the civilian job

☐

Which one of the above characteristics do you like best about the unit?

☐

Which of the characteristics do you dislike most about the unit?

☐

Would you reenlist to be in a unit that was closely integrated with your civilian job?

1. Definitely would
2. Probably would
3. Undecided
4. Probably would not
5. Definitely would not

☐

What is your total annual income?

1. Less than \$3,000
2. \$3,000 to \$6,000
3. \$6,000 to \$10,000
4. \$10,000 to \$15,000
5. \$15,000 to \$20,000
6. More than \$20,000

☐

Are you now attending a civilian school or college?

1. I am now a full-time student
2. I am now a part-time student
3. I am not a student now but I am interested in continuing my civilian education
4. I am not a student now and do not intend to pursue further civilian education

☐

How hard do you think it is to get out of the Army Reserve before the end of your tour?

1. Easy
2. Easy if you have a good reason
3. Difficult, but it can be done
4. Hard, no matter how good your reasons

☐

Please rank the following Reserve benefits in order of their importance to you. For example 1 = most important, 2 = second most important, 3 = third most important, etc.

Pay

Insurance

PX privileges

A-13

Medical treatment

Retirement benefits


The next questions are about benefits that might become available for Reservists:

1. Year-round medical treatment for you in military facilities
2. Year-round medical treatment for your dependents in military facilities
3. Unrestricted commissary privileges
4. Unrestricted PX privileges
5. Two years of educational assistance at \$200 a month
6. A bonus of \$1,800 for a 6-year reenlistment
7. Retirement payments beginning at age 50
8. Tax exemption on Reserve pay
9. Free travel on military aircraft

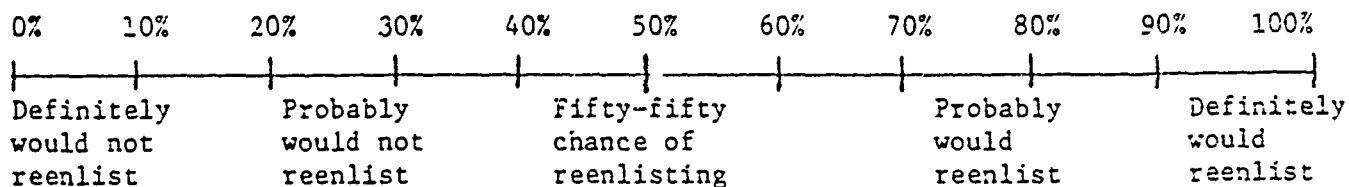
Of the benefits listed above the one that is most important to me is

Of the benefits listed above the second most important to me is

Of the benefits listed above the third most important to me is

Of the benefits listed above the least important to me is

Use the scale below to indicate how likely it is that you would reenlist under the conditions stated.



If the most important of the benefits listed above were added to the Army Reserve Program what would be the chances of your reenlisting?

 %

If the two most important benefits listed above were added to the Army Reserve Program, what would be the chances of your reenlisting?

 %

If the three most important benefits listed above were added to the Army Reserve Program, what would be the chances of your reenlisting?

 %

Use the following scale to respond to these items:

1. All of the time
2. Most of the time
3. About half of the time
4. Little of the time
5. None of the time

My Reserve work offers variety (chance to do different things)

☐

My work in the Army Reserve is important (has meaning and purpose)

☐

My Reserve work uses my training, skills, knowledge

☐

I am satisfied with my present Reserve job

☐

The senior NCOs in my unit look out for the welfare of the soldiers

☐

The recognition (credit given for work done) I receive is adequate

☐

My Reserve job is interesting

☐

The officers in my unit know what they are talking about

☐

How often have officers or NCOs in your unit talked to you  
about reenlisting?

1. Several times
2. A few times
3. Once
4. Never

☐

From whom have you received information about retirement benefits?

1. Unit Commander
2. People in the personnel office
3. Recruiter
4. Career Counselor
5. Other (Please specify who) \_\_\_\_\_
6. I have not received much information  
about retirement from anyone

☐

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Use the following scale to respond to these items:

1. Very good
2. Good
3. Okay
4. Poor
5. Very poor

The quality of technical supervision (guidance) I receive is

☐

Working conditions (facilities, equipment, tools) in my Reserve job are

☐

Opportunity for promotion in my Reserve MOS is

☐

Opportunity to see results of my work in the Reserves is

☐

Job prestige (how my job ranks with other soldiers' jobs) is

☐

On the whole, the morale in my unit is

☐

My working association with my Reserve supervisors is generally

☐

My working association with co-workers in the Reserve is generally

☐

The amount of responsibility I have in the Reserve is:

1. A great deal
2. A fair amount
3. Some
4. Very little
5. None

☐

From the standpoint of criminal activity, the location of my Reserve Center is:

1. Dangerous at any time
2. Dangerous at night only
3. Safe if several people are together
4. Usually safe
5. Perfectly safe at any time

☐

Please tell us how your Reserve drill time is spent each month. Figure 16 hours per weekend drill. What is the average number of hours you spend during drill and outside of drill on each of the following:

	Hours During Drill Periods	Extra Hours Outside Drill Periods
1. Maintenance of unit equipment	<input type="text"/>	<input type="text"/>
2. Housekeeping	<input type="text"/>	<input type="text"/>
3. Waiting	<input type="text"/>	<input type="text"/>
4. Administration and reports	<input type="text"/>	<input type="text"/>
5. Training	<input type="text"/>	<input type="text"/>
6. Collateral missions (community relations, etc.)	<input type="text"/>	<input type="text"/>
7. Recruiting	<input type="text"/>	<input type="text"/>
8. Mission work (supporting other units, etc.)	<input type="text"/>	<input type="text"/>

My employer:

1. Gives me two weeks military leave for annual training
2. Gives me one week military leave for annual training
3. Gives me leave without pay for annual training
4. Requires me to take my vacation during annual training
5. I am self employed
6. I am not employed

☐

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The next set of questions concerns changes in the Army Reserve Program that have been suggested by Reservists. Suggested changes are listed below.

1. Annual training as part of Active Army units.
2. Elimination of all reports at company level beyond a monthly update of a personnel roster and a quarterly update of an equipment roster. Rosters to be prepared by higher headquarters.
3. Simplified procedures at battalion and separate company for involuntary discharge of unsatisfactory Reservists.
4. Inspections directed toward the ability of unit personnel to perform mission-related tasks.
5. Annual training at a variety of locations, including overseas.
6. Simplified procedures whereby Reservists and Reserve units could receive Active Army awards for heroism, service, or achievement.
7. No-fault procedures for discharge of dissatisfied Reservists prior to ETS.
8. Active Army personnel assigned to Reserve units at battalion and higher as permanent advisors who would serve with the unit when it is mobilized.

Of the changes suggested, which single item would do the most to improve the Army Reserve?

Which of the changes do you think would be second most important?

Which of the changes do you think would be third most desirable?

Which of the changes do you think would do the least to improve the Army Reserve?

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If a war started, and we had to accomplish our mission, we could:

1. Be ready within 30 days
2. Be ready within 60 days
3. Be ready within 6 months
4. Have to start from scratch

☐

How important do you think the following factors are to young people who enlist in the Army Reserve? Use the following scale:

1. Very important
2. Important
3. Somewhat important
4. Of little importance
5. Of no importance

1. Chance to learn skills that will help them get a better civilian job
2. Pay
3. PX, insurance and retirement benefits
4. Comradeship
5. Chance to learn something new and different
6. Opportunity to transfer to the Active Army
7. Being a part of something important
8. Working with military equipment
9. Outdoor experience
10. Prestige of being a Reservist
11. Having their abilities used and challenged

☐  
☐  
☐  
☐  
☐  
☐  
☐  
☐  
☐  
☐  
☐

How important were these factors to you when you enlisted in the Army Reserve? Use the following scale:

1. Very important
2. Important
3. Somewhat important
4. Of little importance
5. Of no importance

1. Chance to learn skills that would help me get a better civilian job
2. Pay
3. PX, insurance and retirement benefits
4. Comradeship
5. Chance to learn something new and different
6. Opportunity to transfer to the Active Army
7. Being a part of something important
8. Working with military equipment
9. Outdoor experience
10. Prestige of being a Reservist
11. Having my abilities used and challenged


Use the following scale to respond to the items on this page:

1. Strongly agree
2. Agree
3. Not sure
4. Disagree
5. Strongly disagree

People don't reenlist in the Army Reserve because

1. Of the two week annual training ☐
2. The Reserves don't pay enough ☐
3. Civilians think being in the Reserves is stupid ☐
4. Reserve training is really dull ☐
5. Senior NCOs treat junior EM with contempt ☐
6. They don't like having their time wasted ☐
7. Of personal reasons that have nothing to do with the Reserves ☐
8. The MOS and grade structure is not flexible enough ☐

Being in the Army Reserve

1. Gives me a feeling of belonging ☐
2. Is fun ☐
3. Is a chance to do something important ☐
4. Is an interesting change ☐
5. Interferes seriously with my home life ☐
6. Is respected in my community ☐
7. Helps me better myself ☐
8. Is a chance to be with people I like ☐

How important do you think the following factors are in discouraging young people from joining the Army Reserve?

Use the following scale:

1. Very important
2. Important
3. Somewhat important
4. Of little importance
5. Of no importance

- |                                          |                          |
|------------------------------------------|--------------------------|
| 1. The possibility of call-up            | <input type="checkbox"/> |
| 2. Basic training                        | <input type="checkbox"/> |
| 3. Inadequate pay                        | <input type="checkbox"/> |
| 4. The initial 6-year enlistment         | <input type="checkbox"/> |
| 5. Having to look and act like a soldier | <input type="checkbox"/> |
| 6. Monthly drills                        | <input type="checkbox"/> |
| 7. Their friends laugh at the Reserves   | <input type="checkbox"/> |
| 8. Summer training                       | <input type="checkbox"/> |
| 9. Military discipline                   | <input type="checkbox"/> |

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How important do you think the following factors are for people  
who drop out of the Army Reserve? (Transfer to IRR or disappear)

Use the following scale:

1. Very important
2. Important
3. Somewhat important
4. Of little importance
5. Of no importance

1. Disorganized program
2. Wasted time
3. Fear of being unable to live up to the requirements
4. Incompetent leaders
5. Blocked promotion
6. Dull training
7. Abilities not used
8. Inadequate pay
9. Military discipline
10. Excessive administrative requirements
11. Too much time spent cleaning equipment
12. Cannot spare the time
13. They had not thought out what being a Reservist involved


APPENDIX B

U.S. ARMY RESERVE TROOP PROGRAM UNITS IN THE  
SAMPLE WITH UNIT IDENTIFICATION CODE (UIC)  
AND LOCATION

UIC	UNIT DESIGNATION	LOCATION
QWJAA	0164 SPT GP (GS) HHC PHOENIX USAR CEN	PHOENIX ARIZH5008
QWSAA	0361 SUP CO HV MAT GS TYBLONG BEACH USAR CEN	LONG BEACH CAL 90222
QWZAA	0312 AG CO PERS SVC TY E FT MAC ARTHUR USAR CEN	SAN PEDRO CAL 90731
QW5AA	0786 OM PETRL CO SUP TY BPROVO USAR CEN	PROVO UTAH84601
QW6AA	0889 SUPCSVC CO DS TY B -GREAT FALLS USAR CEN	GREAT FALLS MONT59401
QW9AA	0244 PERS SVC CO (TY D) FT DOUGLAS USAR CEN	SALT LAKE CITYUTAH84113
QXCAA	0277 MP PLT (HSP GD) USAR CEN	TOPEKA KANS66607
QXHAA	0163 ID CO AMMO ONV DGS SANTA ANA ARMED FORCES RC	SANTA ANA CAL 92709
QXJAA	0164 MNT CO REAR/DIR SPT GEN GED S PATTON JR USARC	BELL CAL 90231
QX8AA	0871 EN CO (CONST)	ANCHORAGE ALAS99505
QZDAA	0444 PERS SVC CO TY E USAR CEN	OAKDALE PA 15071
QZGAA	0443 CS FLD DEPOT HHC USAR SPT FACILITY	OAKDALE PA 15071
QZQAA	0341 MD CO (CLEARING) CPL HARRY R HARR USAR CEN	ALTOONA PA 16602
Q0UAA	0656 TC CO MDM TRK PETRL-SFC M L DOWNS USAR CEN	SPRINGFIELD OHIO45506
Q03AA	0157 MP PLT (HSP GUARD) GEN J S JONES USAR CEN	WHEELING WVA 26003
Q1AAA	0672 CS CO (GEN SUP) (GS)	LEXINGTON KY 40508
Q1CAA	0244 TC CO (ACFT MNT) GS USAR CEN	GRAND PRAIRIE TEX 75051
Q1GAA	0954 PERSONNEL SV CO TY CMICHELLI USAR CEN	RICHMOND VA 23220
Q1MAA	0510 CS DEPOT HHC (FIELD)JECELIN USAR CEN	BALTIMORE MD 21224
Q12AA	0770 EN CO (CONST SPT) T3 O A FREDERIKSEN USARSC	PENN YAN NY 14527
Q2FBO	0826 MI BN CU B (CI) JACHMAN USAR CEN	OWINGS MILLS MD 21117
Q2FTO	0826 MI BN (FLD ARMY) HMCROMWELL USAR CEN	CROMWELL CONN06-16
Q2LAA	0300 AMMO BN HHC (DS/GS) PFC C N DEGLOPPER USARSC	TONAWANDA NY 14150
Q2NAA	0608 MP PLT (HSP GUARD) BRIDGTON MEM USAR CEN	BRIDGTON ME 04009
Q2UAA	0114 PERS SVC CO (TY E) CPL GORDON M CRAIG USARC	BRUCTION MASS02401
Q3QAA	0755 CS CO LT EQ MNT GS AUSAR CEN	BATTLE CREEK MICH49017
Q3WAA	0425 PERS SVC CO (TY E) USAR CEN	INDIANAPOLIS IND 46216
Q36AA	0324 MP CEN (PW/CIV) HHD USAR CEN	JASPER IND 47546
Q4DAA	0479 PERS SVC CO (TY E) AFRC	FOREST PARK ILL 60130
Q4GAA	0370 SUP CO (REP PRTS GS)LOUIS JOLIET USAR MEM CEN	JOLIET ILL 60436
Q43AA	0974 PERS SVC CO (TY) B USAR CEN	DES MOINES IOWA50315
Q5FAA	1150 TC CO RMY CAR RP TYBUSAR CEN	MILWAUKEE WIS 53207
Q5NAA	0417 CS CO LT EQ MNT GS AUSAR CEN	FARIBAULT MINN55021
Q5RAA	0452 GEN SUP CO (GS) (-)	WINTHROP MINN55396
Q59AA	1013 SVC CO (FLD) GS (-) NG ARMORY	NORTH PLATTE NEBR69101



Q6KAA	0614 MP PLT (HSP GUARD) JASPER USAR CEN	JASPER	ALA 35501
Q6YAA	0833 PERS SVC CO (TY) D N SUTHERLAND JR USAR CEN	PANAMA CITY	FLA 32402
Q60AA	0273 OD CO AMMO DS/GS - MADISON USAR CEN	MADISON	FLA 32340
Q68AA	0032 TC GP (TERM) HMC	TAMPA	FLA 33614
Q7DAA	0495 TC CO MDM TRK PETRL JAMES WEST USAR CEN	LAKELAND	FLA 33801
Q7FAA	0389 PERS SVC CO (TY) B JONES MEMORIAL JSAR CEN	STARKVILLE	MISS39759
Q7VAA	0802 OD CO (AMMO) (DS/GS)GAINESVILLE USAR CEN	GAINESVILLE	GA 30501
Q70AA	0650 TC CO TERM TRF (-)	WILMINGTON	NC 28401
Q74AA	0941 TC CO MDM TRK PETRL CHARLESTON USAR CEN 2	N CHARLESTON	SC 29410
Q8EAA	0306 MD CO (CLEARING) ROBT J RIDINGS USAR CEN	NASHVILLE	TENN37207
Q8PAA	0084 FI SEC (DISBURS)	SANTA FE	NMEX87501
Q8QAA	0281 TC CO M/TRK PTRL (-)	LAS CRUCES	NMEX88001
RCZAO	0001 FA 7BN BTY A (8INSP)	HUMPHOOD	ILL 60430
RCZCO	0001 FA 7BN BTY C (8INSP)LOUIS JOLIET USAR MEM CEN	JOLIET	ILL 60436
RF6TO	0014 FA 3 BN HHSB (-) USAR CEN	SIOUX CITY	IOWA51106
RGACO	0205 SPT BN CO C LT INFBOUSAR CEN	NEW BRIGHTON	MINN55112
RGBBO	0409 IN 1 BN CO B (-) USAR CEN	FERGUS FALLS	MINN56537
RGBCO	0409 IN 1 BN CO C USAR CEN	PAYNESVILLE	MINN56362
RGBPO	0409 IN 1 BN SPT CO (CBT)USAR CEN	CAMBRIDGE	MINN55008
RGCAO	0410 IN 1 BN CO A (RIFLE)ARMED FORCES RES CEN	CEDAR RAPIDS	IOWA52402
RGCB0	0410 IN 1 BN CO B (RIFLE)USAR CEN	DAVENPORT	IOWA52806
RGCTO	0410 IN 1BN HHC 205IN BDEUSAR CEN	IOWA CITY	IOWA52240
RGEPO	0068 AR 6 BN SPT CO (CBT)WILSON-KRAMER USAR CEN	BETHLEHEM	PA 18017
RGHDO	0157 SPT BN CO D (MNT) EDMONT USAR CEN	EDGEMONT	PA 19028
RGLCO	0314 IN 1 BN CO C (MECH) ADAMS COUNTY MEM USAR CEN	GETTYSBURG	PA 17325
RGLPO	0314 IN 1 BN SPT CO MECH FRANK M PARKER USAR CEN	CHAMBERSBURG	PA 17201
RGMCO	0315 IN 1 BN CO C (MECH) GERMANTOWN USAR CEN	PHILADELPHIA	PA 19144
RGSAO	0018 IN 3BN CO A (RIFLE) GUY CARDILLO JSAR CEN	ROSLINDALE	MASS02131
RGSCO	0018 IN 3BN CO C (RIFLE) LAWRENCE USAR CEN 1	LAWRENCE	MASS01843
RGUAO	0035 IN 3BN CO A (RIFLE) ARTHUR MACARTHJR USAR CEN	SPRINGFIELD	MASS01104
RGVAA	0187 IN BDE (SEP) HMC	FT DEVENS	MASS01433
RGWAO	0187 CS BN SPT CO A (ADM)	FT DEVENS	MASS01433
RGWBO	0187 CS BN SPT CO B (MD) ARMED FORCES RES CEN 1	LAWRENCE	MASS01843
RGOTO	0040 AR 8 BN HMC	TUCSON	ARIZ85713
RJCAA	0224 CM CO (SMOKE GENR) USAR CEN	JEFFERSONVILLE	IND 47130
RJKAA	0363 CM CO (SMOKE GENR) 2LT T J MC DONALD USARC	JAMAICA	NY 11432

RJMAA	0379 CM CO (SMOKE GENK)	CHICAGO	ILL 60629
RJPAA	0401 CM CO (SMOKE GFNR) USAR CEN	CHAMBLEE	GA 30341
RJRAA	0414 CM CO (SMOKE GENK)	ANDERSON	SC 29621
RJYDO	0245 EN BN CO D (C) (C)	HOUMA	LA 70360
RJOTO	0321 EN BN HHC (CBT) (C) BOISE USAR CEN	BOISE	IDA 83702
RJ1BO	0330 EN BN CO B (C) (A) NORTH PENN USAR CEN	WORCESTER	PA 19420
RJ2CO	0367 EN BN CO C (C) (C) USAR CEN	DULUTH	MINN55802
RJ3CO	0391 EN BN CO C (C) (A) SPARTANBURG USAR CEN	SPARTANBURG	SC 29301
RJ4TO	0397 EN BN HHC (C) (C) USAR CEN	EAU CLAIRE	WIS 54701
RJ5BO	0458 EN BN CO B (C) (A) INDIANA COUNTY MEM USAR C	INDIANA	PA 15701
RJ5DO	0458 EN BN CO D (C) (A) LEECH FARM ROAD USAR CEN	PITTSBURGH	PA 15206
RJ6CO	0463 EN BN CO C (CONST) PFC ROY M REYNOLDS USAR C	PARKERSBURG	WVA 26101
RJ7DO	0464 EN BN CO D (C) (A) LEMMA-WHYMAN USAR CEN	CANANDAIGUA	NY 14424
RJ9AO	0478 EN BN CO A (C) (C)	FT THOMAS	KY 41075
RKABO	0479 EN BN CO B (C) (A) PVT P. J MCGRATH USAR CEN	MASSENA	NY 13662
RKBT0	0483 EN BN HHC (C) (A) NEW BEDFORD JSAR CEN	NEW BEDFORD	MASS02744
RKCD0	0489 EN BN CO D (C) (C)	HARRISON	ARK 72601
RKFA0	0820 EN BN CO A (CBT) (C) SAN PABLO USAR CEN	SAN PABLO	CAL 94806
RKFC0	0920 EN BN CO C CBT C - RENO USAR CEN	KENO	NEV 89502
RKGAC	0841 EN BN CO A (C) (A) NININGER USAR CEN	FT LAUDERDALE	FLA 33309
RKHCO	0844 EN BN CO C (CONST)	GREENEVILLE	TENN31743
RKJCO	0972 EN BN CO C (C) (C) USAR CEN	TERRE HAUTE	IND 47002
RKLAA	0492 EN CO USAR CEN	MANKATO	MINN56001
RKQAA	0434 FA GP HMB	CHICAGO	ILL 60629
RKXS0	0042 FA 3BN SVBTY (155MT) CAVEN POINT USAR CEN	JERSEY CITY	NJ 07305
RKOCO	0038 FA 4BN BTY C (8INSP) JAMES J DROURKE MEM USAR C	BAY CITY	MICH48706
RK1AO	0075 FA 3BN BTY A (155MM) SPRINGFIELD MO USAR CEN	SPRINGFIELD	MO 65802
RK1TO	0075 FA 3BN HMB (155MMSP) SPRINGFIELD MO USAR CEN	SPRINGFIELD	MO 65802
RK3CO	0083 FA 3BN BTY C (155MM) HATTIESBURG JSAR CEN	HATTIESBURG	MISS39401
RK3TO	0083 FA 3BN HMB (155M SP)	LAUREL	MISS39440
RK7BO	0092 FA 3BN BTY B (8INSP) SCHAFFNER USAR CEN	AKRON	OHIO44310
RK8CO	0017 FA 4BN BTY C (8INSP)	ROCKY MOUNT	NC 27001
RLJAO	0028 FA 5BN BTY A 8INSP COL T H MORROW USAR CEN	CINCINNATI	OHIO45237
RLKAO	0008 FA 4BN BTY A 155MMSP BLOMMEN-RUSSELL USAR CEN	DUBOIS	PA 15801
RLYAO	0075 FA 4BN BTY A (8INSP) T/4 ROBERT W WARD USAR C	PEORIA	ILL 61614
RLZAO	0092 FA 4BN BTY A (8 SP) ERIE US ARMY FRCS RES CEN	ERIE	PA 16504

RLZTO	0092 FA 4BN HMD (B SP)	ERIE US ARMD FRCS RES CEN	ERIE	PA	16504
RMAPO	0442 IN 100 UN CBT SPT CO		HONOLULU	HAW	96815
RNHAA	0915 TC CO (MDM TRK CGO) USAR CEN		COUNCIL BLUFFS	IOWA	51501
RNMAA	0347 PERSGADM BN (FA) HHDPFC R E WILSON USAR CEN		MARION	ILL	62959
RPAAA	0815 PERS SVC CO (TY B)	ORANGEBURG USAR CEN	ORANGEBURG	SC	29115
RPUAA	0363 ARMY POSTAL DET	ROME USAR CEN	ROME	GA	30161
RQ2AA	0344 AG DPU (TY B)	ROBERT KIRKWOOD USAR CEN	WILMINGTON	DEL	19008
RQ7AA	0309 ASA BN (CORPS) HMC		BELL	CAL	90201
RRMAA	0345 ASA CO (BDE SPT)	SFC N V BRITTIV USAR CEN	CAMDEN	NJ	08105
RRSAA	0303 CA GP	KEARNY USAR CEN	KEARNY	NJ	07032
RRYAA	0309 CA GP HMD	RAYMOND ZUSSMAN USAR CEN	INKSTER	MICH	48141
RR6AA	0405 CA GP	ANNISTON USAR CEN	ANNISTON	ALA	36201
RR8AA	0451 CA GP HMD	PORTLAND USAR CEN	PORTLAND	OREG	97219
RTMAA	0414 CA CO	ELIHU ROOT USARCEN	UTICA	NY	13502
RTUAA	0422 CA CO		GREENSBORO	NC	27401
RTVAA	0425 CA CO	SANTA BARBARA USAR CEN	SANTA BARBARA	CAL	93105
RT0AA	0432 CA CO	USAR CEN	GREEN BAY	WIS	54303
RT7AA	0443 CA CO	PVT L S COOPER III USARC	WARWICK	RI	02086
RUGAA	0486 CA CO	REESE USAR CEN	TULSA	OKLA	74112
RV8AA	0374 CM CO (PROC) (TY B) AFRC		SIOUX FALLS	SDAK	57104
RXHAA	0400 CM LAB (GEN)	CAVEN POINT USAR CEN	JERSEY CITY	NJ	07305
RXMAA	0416 EN CMD HMC (CONST)	T/S ERIC G GIBSON USARC	CHICAGO	ILL	60623
RX8BO	0389 EN BN CO B (CBT HV) USAR CEN		DECORAH	IOWA	52101
RX9BO	0411 EN BN CO B (CONST)		WAILUKU	HAW	96793
RYBTO	0926 EN BN HMC (CONST)		BIRMINGHAM	ALA	35205
RYPAA	0659 EN CO (CONST SPT)		SPOKANE	WASH	99207
RY6AA	0486 EN CO (LT EQUIP)	USAR CEN	MUSKEGON	MICH	49441
RY7AA	0718 EN CO (CMRT SPT EQ) FOREST PARK USAR CEN		FOREST PARK	GA	30050
RZLAA	0387 EN CO (PL CONST SPT)		ALBUQUERQUE	NMEX	87112
RZNAA	0699 EN CO (PORT CONST)	CAVEN POINT JSAR CEN	JERSEY CITY	NJ	07305
RZUAA	0955 EN CO (TOPO CORPS)	JOHN S MOSBY USAR CEN	FT BELVOIR	VA	22060
ROCAA	0624 EN PLT (MAP DIST)	MG LIEF J SVERDRUP USARC	ST LOUIS	MO	63120
ROJAA	0449 EN DET (UTILITIES)		BRYAN	TEX	77801
RORAA	0368 FI SEC (DISBURS)	ARMED FORCES RES CEN	WICHITA	KANS	67210
R9CAA	0301 SPT GP (AREA) HMC	FORT TOTTEN JSAR CEN	FLUSHING	NY	11359
SAAAA	0807 MD BDE HMC	USAR CEN	MESQUITE	TEX	75149

SADAA	0313 CONV CEN (-)	VANCOUVER JSAR CEN	VANCOUVER	WASH98661
SAHAA	0810 MD CEN (CONV)	LEXINGTON USAR CEN 1	LEXINGTON	KY 40535
SAXAA	0324 MD DEPOT COMZ	JAMES W REESE JSAR CEN	CHESTER	PA 19013
SAYAA	0388 MD DEPOT COMZ	USAR CENTER	HAYS	KANS67210
SAZAA	0044 EVAC HSP	PEREZ USAR CEN	OKLAHOMA CITY	OKLA73107
SA1AA	0312 EVAC HSP (SMBL)	WINSTON-SALEM USAR CEN	WINSTON-SALEM	NC 27138
SA3AA	0376 CBT SPT HSP	1LT JAMES MCCONNELL USARC	LIVERPOOL	NY 13088
SBDAA	0082 MD HSP FIELD	USAR CEN	OMAHA	NEBR68108
SBHAA	0301 FLD HSP	C R LAYTON USAR CEN	GAINESVILLE	FLA 32601
SBMAA	0310 FLD HSP (-)	T/SGT H C LUCKWOOD SUBCEN	HALOVE	NY 12953
SB6AA	0328 GEN HSP (1000B)	FT DOUGLAS USAR CEN	SALT LAKE CITY	UTAH84113
SCKAA	0373 GEN HSP 1000B AFFL	-CPL GORDON M CRAIG JSARC	BROCKTON	MASS02401
SCLAA	0452 GEN HSP (1000B) AFFL	USAR CEN	MILWAUKEE	WIS 53218
SCMAA	0801 GEN HSP (1000B)	LINCOLNWOOD JSAR CEN	CHICAGO	ILL 60645
SCTAA	0455 GEN HSP (1000B)	ARMED FORCES RES CEN	PROVIDENCE	RI 02905
SCVAA	0810 MD HSP STA (300B)		LITTLE ROCK	ARK 72205
SCYAA	0316 STA HSP (300B)	HARRISBURG USAR CEN	HARRISBURG	PA 17110
SC1AA	0396 MD HSP STA (300B)	HELENA USAR CEN	HELENA	MONT59601
SC6AA	0819 STA HSP (300B)	BERRY-ROSENBLATT USAR CEN	WEST HARTFORD	CONN06110
SC8AA	0828 MD HSP STA (300B)	FRESNO USAR CEN	FRESNO	CAL 93706
SDCAA	0100 STA HSP (500B)	TURNER USAR CEN	BALTIMORE	MD 21218
SDDAA	0394 STA HSP (500B)	HENRY A BOSS MEM USAR CEN	GRAND RAPIDS	MICH49503
SE4AA	0306 MD DET DENT SV TM	HAFT HAMILTON USAR CEN	BROOKLYN	NY 11252
SFEAA	0373 MD DET DENT SV TM	HAWHITEHALL MEMORIAL JSARC	COLUMBUS	OHIO43213
SFFAA	0380 MD DET IDEN SVC DET	USAR CEN	MEMPHIS	TENN38106
SHAAA	0900 MI CO (DIV)		AUSTIN	TEX 78731
SJHAA	0232 MI DET (AF CENSRSHP)	MOSKALA USAR CEN	CHICAGO	ILL 60649
SJ4AA	0221 MP BUE HHD	USAR CEN	SAN JOSE	CAL 95110
SJ7AA	0401 MP CAMP (POW) HHC	WILLIAM F LYELL USAR CEN	NASHVILLE	TENN37209
SKQAA	0340 MP BN HHC (STK REHB)	B/G T. ROOSEVELT JR USARC	HEMPSTEAD	NY 11553
SKTAA	0304 MP CO (GUARD)	BLUEFIELD MEM JSAR CEN	BLUEFIELD	WVA 24701
SKZAA	0345 MP CO (ESCORT GO) -	MELBOURNE USAR CEN	MELBOURNE	FLA 32935
SKOAA	0346 MP CO (ESCORT GUARD)	ARMED FORCES RES CEN	HUTCHINSON	KANS67501
SLUAA	0300 SUP & SVC BN HHC	USAR CEN	LAFAYETTE	IND 47901
SLYAA	0317 SUP & SVC BN HHC		LAWRENCE	KANS66044
SMLAA	0139 OD BN HHC (AMMO) (DS)	SANTA ANA ARMED FORCES PC	SANTA ANA	CAL 92705

SMPAA	0351 OD CO AMMO DS/GS (-) ROMNEY USAR CEN	ROMNEY	NVA 26757
SMSAA	0445 SUP CO RPR PRTS GS MAJ GEN W S STRYKER USARC	TRENTON	NJ 08619
SM3AA	0254 SUP CO (REP PRTS GS) YORK MEMORIAL USAR CEN	YORK	PA 17402
SNQAA	0315 SUP & SUP CO (DS) FLEMING-GODWIN USAR CEN	DOVER	DEL 19901
SNSAA	0420 SUP CO (REP PRTS GS) USAR CEN	PEDRICKTOWN	NJ 08067
SNWAA	0810 SUP CO RPR PRT GS A-KINGS MILLS USARC	KINGS MILLS	OHIO 45034
SNXAA	0814 SUP CO REP PRTS GS -BLOOMSBURG USAR CEN	BLOOMSBURG	PA 17815
SN3AA	0488 SUP CO RPR PRTS (GS)	DUBLIN	GA 31021
SPDAA	0428 CS CO LT EO MNT (GS) USAR CEN	MACON	GA 31201
SPEAA	0436 MNT CO (FWD DS) 1LT A J ELLISON USAR CEN	WOOD RIVER	ILL 62095
SPFAA	0968 SUP CO RPR PRTS (GS) FT MAC ARTHUR JSAR CFN	SAN PEDRO	CAL 90731
SPHAA	0215 GEN SUP CO (GS)	TULSA	OKLA 74112
SPUAA	0818 MNT CO REAR DIR SPT SHERIDAN USAR CEN	OWINGS MILLS	MD 21117
SQ1AA	0156 SPT GP (AREA) HHC	ALBUQUERQUE	NMEX 87115
SQ3AA	0451 CS DEP FLD HHC USAR CEN	INDIANAPOLIS	IND 46222
SR4AA	0383 OM BN HHC (PETRL OP)	EL PASO	TEX 79905
SSSAA	0324 OM CO (AIR DEL) FT BRAGG USAR CEN	FAYETTEVILLE	NC 28307
SSYAA	0282 SUP & SVC CO (DS) MAJ DAVID MOHIAE USAR CEN	MONTGOMERY	ALA 36109
STFAA	0831 SUP CO ACFT & MSL REPR LEECH FARM USAR CEN	PITTSBURGH	PA 15206
ST9AA	0312 GEN SUP CO (GS) (-) USAR CEN	DES MOINES	IOWA 50315
SUEAA	0753 FLD SVC CO (GS) FWD USAR CEN	GREEN BAY	WIS 54303
SVZAA	0807 SC CO (CABLE CONST) USAR CEN	PUERTO NUEVO	PR 00920
SV1AA	0543 SC CO (COMM CEN OP)	HUNTSVILLE	ALA 35801
SV4AA	0397 SC CO (COMM CEN OP)	FRESNO	CAL 93706
SXTAA	0300 TC GP HHD (MTR TRAN) BUTLER USAR CEN	BUTLER	PA 16001
SX7AA	0313 TC BN HHC (TERM) CURTIS BAY USAR CEN	BALTIMORE	MD 21226
SYFAA	0462 TC BN HHD (MTR TRAN) MAJ GEN W S STRYKER USARC	TRENTON	NJ 08619
SYTAA	0359 TC BN HHC (TERM) HAMPTON JSAR CEN	HAMPTON	VA 23666
SYVAA	0479 TC BN HHC (TERM) 2LT WM S HUISMAN USAR CEN	CLEVELAND	OHIO 44122
SZHAA	0949 TC CO FLTG CRFT MNT-CURTIS BAY USAR CEN	BALTIMORE	MD 21226
SZJAA	0158 TC CO (MOM AMPH) MILFORD USAR CEN	MILFORD	CONN 06460
SZ4AA	0172 TC CO MOM TRK CGO ROBERT D BOXER ARMORY	OMAHA	NEBR 68111
SZ5AA	0180 TC CO (MOM TPK CGO) HENRY A GOSS MEM USAR CEN	GRAND RAPIDS	MICH 49503
SOMAA	0674 TC CO (MOM TRK CGO) TAFT USAR CEN	ORLANDO	FLA 32803
SOQAA	0729 TC CO M/TRK CGO TY BFRESNO USAR CEN	FRESNO	CAL 93706
SOTAA	0736 TC CO (LT MOM TRK)	W LOS ANGELES	CAL 90025

SOZAA	0464 TC CO (MOM BNAT)	ARMED FORCES RES CEN	ALEXANDRIA	VA	22314
S00AA	0310 TC CO (TERM TRF)	READING USAR CEN	READING	PA	19604
S1BAA	0239 TC CO (TERM TRF)	TYBWAYCROSS USAR CEN	WAYCROSS	GA	31501
S1DAA	0308 TC CO (TERM SVC)	TYBPORTLAND USAR CEN	PORTLAND	OREG	97217
S1HAA	0643 TC CO (TERM SVC)	TYB	TAMPA	FLA	33614
S1LAA	0851 TC CO (TERM SVC)	USAR CEN	PEDRICKTOWN	NJ	08067
S1SAA	0948 TC CO (TERM SVC)	JYBUSAR CEN	GREEN BAY	WIS	54303
S5AAA	0315 EN GP HHC (CONST)	NEW CUMBERLAND USAR CEN	NEW CUMBERLAND	PA	17070
S5BAA	0364 EN GP HHC (CONST)	FT HAYES MEM USAR CEN	COLUMBUS	OHIO	43215
S5CAA	0726 EN GP HHC	USAR CEN	MONTGOMERY	ALA	36109
S5DBO	0244 EN BN CO B (CBT HV)	FORT COLLINS USAR SUBCEN	FORT COLLINS	COLO	80521
S5ECO	0365 EN BN CO C (CONST)	SCRANTON USAR CEN	SCRANTON	PA	18510
S5FCO	0368 EN BN CO C (CONST)	COURCELLE BROS USAR CEN	RUTLAND	VT	05701
S5GCO	0429 EN BN CO C (CONST)	WASHINGTON USAR CEN	WASHINGTON	PA	15301
S5GTO	0429 EN BN HHC (CONST)	UNIONTOWN USAR CEN	UNIONTOWN	PA	15401
S5HAO	0469 EN BN CO A (CONST)	CAVEN POINT USAR CEN	JERSEY CITY	NJ	07305
S5JAO	0854 EN BN CO A (CONST)		KINGSTON	NY	12401
S5KCO	0863 EN BN CO C- CBT HVY	ROCKFORD USAR CEN	ROCKFORD	ILL	61103
S5LDO	0871 EN BN CO D (CBT HV)	132	PORT ARTHUR	TEX	77640
S5MCO	0961 EN BN CO C (CBT HV)		MILWAUKEE	WIS	53218
S5NBO	0980 EN BN CO B (CBT HV)		LUBBOCK	TEX	79415
S5PAO	0983 EN BN CO A EGM CBT	TOLEDO USAR CEN	TOLEDO	OHIO	43606
S6QAA	0513 MNT BN (GEN SPT)	HHOBOSTON USAR CEN	BOSTON	MASS	02210
S6ZAA	0758 MNT CO (FWD DS)	FT HAYES MEM USAR CEN	COLUMBUS	OHIO	43215
S66AA	0140 FLD SVC CO (GS) FWD		FLUSHING	NY	11359
S68AA	0146 GEN SUP CO (GEN SPT)	FORT TOTTEN USAR CEN	FLUSHING	NY	11359
S69AA	0355 GEN SUP CO (GS)	R H FLEMING JR USAR CEN	NEW ORLEANS	LA	70140
S72AA	0524 AS CO (DIV SPT)	SHERWOOD USAR CEN	DETROIT	MICH	48212
TBFAA	0195 AVN CO ASLT SPT HEL	FT G G MEADE USAR CEN	QUENTON	MD	20755
TBNAA	0336 AVN CO (ASSAULT HEL)		LNS ALAMITOS	CAL	90720
TDACO	0333 FA 4BN BTY C (155MM)	USAR CEN	KUSHVILLE	IND	46174
TDASO	0333 FA 4BN SV BTY (155MM)	USAR CEN	SOUTH BEND	IND	46615
TDZAA	0300 SPT GP (AREA) HHC	GEN LEONARD T GERD USAR CEN	PETERSBURG	VA	23901
TD1AO	0467 EN BN CO A (C) (A)	JAMES QUINN USAR CEN	MEMPHIS	TENN	38112
TD1DO	0467 EN BN CO D (C) (A)	GREENVILLE USAR CEN	GREENVILLE	MISS	38701
TEBAA	0381 MP DET (CONF FAC)		SAN JOSE	CAL	95110
TEFAA	0371 MP DET	HASON-DIXON ME4 USAR CEN	SEAFORD	DEL	19973

TEHAA	0395 MP DET (CONFIN FAC)	LEXINGTON USAR CEN	LEXINGTON	KY	40505
TEPAA	0494 MP DET (CONF FAC)		SPRINGFIELD	MO	65802
TEXAA	0810 MP CO	C LOVEJOY USAR CEN	TAMPA	FLA	33614
TEOAA	0307 MP CO	NEW KENSINGTON MEM JSARC	NEW KENSINGTONPA		15068
TE7AA	0814 MP CO		CHICAGO	ILL	60666
TE8AA	0420 MP CO (POW PROC)		BOZEMAN	MONT	59715
TFPAA	0458 STOCK CONTROL CO		EL DORADO	ARK	71730
TFSAA	0340 PI DET (CMD INFO)	FT TOTTEN USAR CEN	FLUSHING	NY	11359
TGHAA	0453 FI SEC (DISB)	FT INDIANTOWN GAP USARC	ANNVILLE	PA	17003
TGKAA	0971 MD CO (CLK) (-)		WICHITA	KANS	67210
TGNAA	0409 MD CO (CLEARING)		SAN ANTONIO	TEX	78234
TGQAA	0328 SC CO (SPT) (-)		CLEMSON	SC	29631
TJDAA	0301 MP POW CAMP		LIVONIA	MICH	48150
TKHAA	0449 MNT CO (DS) (TASCOM)	AMITYVILLE USAR CEN	AMITYVILLE	NY	11701
TKYAA	0813 REPL DET (AG) (REG)	GORDO USAR CEN	GORDO	ALA	35466
TLMAA	0311 EVAC HSP (-)		BISMARCK	NDAK	58501
TLQAA	0259 MI CO (DIVISIONAL)	COL D M BUTCALT USAR CEN	SHARONVILLE	OHIO	45241
TLWAA	0013 PD BN (POW SPT)	HHC USAR CEN	ST PAUL	MINN	55111
TL3AA	0003 PD CO (TACTICAL)	DS LTG MALCOLM HAY USAR CEN	PITTSBURGH	PA	15226
TL8AA	0012 PD CO (TACTICAL)	DS S MARYLAND MEM USAR CEN	WASHINGTON	DC	20315
TNEAA	0734 MI CO (INF DIV MECH)	PASADENA USAR CEN	PASADENA	CAL	91135
TNSAA	0807 CBT SPT HSP		PAIDUCAN	KY	42001
TTCAA	0406 ASA CO (BDE SPT)	GEN GEO S PATTON JR USARC	BELL	CAL	90201
TUUAO	0087 IN 3 BN CO A		PUEBLO	COLO	81004
TUUBO	0087 IN 3 BN CO B	ELMER E FRYAR USAR CEN	DENVER	COLO	80225
TUUTO	0087 IN 3 BN HHC		COLORADO SPRGS	COLO	80913
TUVAA	0304 USA SEC AG BN HHC CP		HOUSTON	TEX	77054
TYGAA	0377 MP CO	COL T H MORROW USAR CEN	CINCINNATI	OHIO	45237
TYNAA	0023 DATA PROC UNIT TY B		HIGHWOOD	ILL	60037
YAGAA	0169 SPT GP HHC	CPT A L SCHLEGEL USAR CEN	CLEVELAND	OHIO	44125
YAKAA	0172 SPT GP HHC		TULSA	OKLA	74112
YAUAA	0038 OD GP HHC AMMO DS/GSCOL	W C PHILLIPS JSAR CEN	S CHARLESTON	WVA	25303
YBKAA	0351 CA CMD HHC	MOUNTAIN VIEW USAR CEN	MOUNTAIN VIEW	CAL	94043
YBLAA	0354 CA BDE	PRINCE GEO COUNTY USARC	RIVERDALE	MD	20840
YBMAA	0356 CA BDE	ROBERT P PATTERSON USARC	BRUNX	NY	10453
7P301	0001 MAC BSCTNG BN HQ&REC		FT BELVOIR	VA	22060

7QAAA	0001 USA MANEUVER TNG CMD	DENVER	COLO80225
7QBAA	0100 DIV MANEUVER TNG CMD	LOUISVILLE	KY 40235
7QLAA	0089 USA RES COMMAND ARMED FORCES RES CEN	WICHITA	KANS67210
8CQAA	0121 USA RES COMMAND	BIRMINGHAM	ALA 35222
8CZAA	0063 USA RES COMMAND HHC HAZARD PARK JSAR CEN	LOS ANGELES	CAL 90033
8JKAA	2053 RECEPTION STA SHERIDAN USAR CEN	BALTIMORE	MD 21207
8JLAA	3358 RECEPTION STA LOUISVILLE USAR CEN NR 2	LOUISVILLE	KY 40205
8JNAA	4073 RECEPTION STA USAR TNG CEN	LAFAYETTE	LA 70501
8JPAA	1018 RECEPTION STA KEARNY USAR CEN	KEARNY	NJ 07032
8JTAA	5091 USA RECEPTION STA	MILWAUKEE	WIS 53218
8JUAA	6218 USA RECEPTION STA	BELL	CAL 90232
8KJAA	2289 USA HSP (1008) ROBERT KIRKWOOD USAR CEN	WILMINGTON	DEL 19808
8KNAA	4010 USA HSP (A) (10008) R H FLEMING JR USAR CEN	NEW ORLEANS	LA 70140
8KQAA	1125 USA HSP AUG 10008 - M/G OLIVER J HOWARD USARC	AUBURN	ME 04210
8KWAA	3274 USA HSP AUG (10008)	DURHAM	NC 27701
8KYAA	3343 USA HSP (1008)	MOBILE	ALA 36605
8K3AA	5503 USA HSP (3008) AFFILCOLUMBIA USAR CEN	COLUMBIA	MO 65201
8K5AA	6251 USA HSP AUG (7508)- PHOENIX USAR CEN	PHOENIX	ARIZ85008
8LYAA	6255 USA DENTAL SVC DET TACOMA USAR CEN	TACOMA	WASH98404
8MDAA	4003 USA GARRISON (-) ARMED FORCES RESERVE CEN	OKLAHOMA CITY	OKLA73115
8S1C9	0002 BDE 100 DIV HHD BCT CRILEY USAR CEN	DWENSBORO	KY 42301
8S1TK	0400 RGT 2BN HQ 3BDE AIT DAVID BARROW USAR CEN	LEXINGTON	KY 40505
8S1TM	0302 CV 150 3BDE HQ (AIT)FRANKFORT USAR CEN	FRANKFORT	KY 40601
8TETP	0415 RGT 3BN HQ&COM 4BDE VANCOUVER USAR CEN	VANCOUVER	WASH98651
8TSTN	0321 RGT 2BN HHC&WLV 4BDE BRAGG USAR CEN	FAYETTEVILLE	NC 28307
8TSTQ	0108 RGT 2BN HHCTB RF 4BDDURHAM USARC 1	DURHAM	NC 27707
8TSTO	0108 DIV (TNG) HHC CHARLOTTE USAR CEN	CHARLOTTE	NC 28205
8UFTL	0417 RGT 3BN HHC&COMM TNGFT GREENE USAR CEN	WARRAGANSETT	RI 02892
8UFT3	0076 SPT BN HHD & BAND EAST WINDSOR USAR CEN	EAST WINDSOR	CONN06088
8USTH	0311 RGT 1BN HQ 2BDE OCT GEN B B SOMERVELL USARC	MORRISTOWNSHIPNJ	07801
8USTL	0378 RGT 1BN 4BDE HHC TNGMG WM WEIGEL USAR CEN	EDISON	NJ 08817
8USTO	0078 DIV (TNG) HHC KILMER USAR CEN	EDISON	NJ 08817
8U3A1	0080 DV 80COM GP HHC (-) CLOYSE E HALL USAR CEN	SALEM	VA 24153
8U3TG	0318 RGT 2BN HQ 2BDE BCT RADFORD USAR CEN	RADFORD	VA 24141
8U3TK	0318 RGT 3BN HHC&FSSC 4BDEGEN LEONARD T GEROW USARC	PETERSBURG	VA 23801



8WGTA 0361 RGT 1BN HQCCOM 4BDE USAR CEN  
 8WLA1 0098 COM GP 98 DV HHC BCTJAMES W MAUSWORTH USARC  
 8WLTG 0390 RGT 3BN HQ 2BDE BCT NIAGARA FALLS RES CEN  
 8WLTN 0098 RGT 2BN HHCWVHC - OLEAN USAR CEN  
 8WLTQ 0391 RGT 1BN HHC FSSC 4BDAMHERST USAR CEN  
 8W4TQ 0095 RGT 2BN HQCCOM 4BDE  
 8OUAA 4150 USAR SCH MUCHELT USAR CEN  
 8OYAA 4154 USAR SCH  
 806AA 6220 USAR SCH FT MAC ARTHUR USAR CEN  
 846TL 0423 RGT 3BN HQ 3BDE AIT USAR CEN  
 846TN 0070 RGT 2BN HQCCOM 4BDE USAR CEN  
 846TP 0329 RGT 2BN HQCCOM 4BDE USAR CEN  
 85WA1 0084 COM GP 84 DV HHC BCTUSAR CEN  
 85WD9 0003 BDE 84 DIV HMB (AIT)USAR CEN  
 85WTG 0334 RGT 3BN HQ 3BDE AIT USAR CEN  
 85WTL 0351 RGT 3BN HHC&RFCC 4BDUSAR CEN  
 852TE 0335 RGT 2BN HQ 2BDE BCT  
 852TG 0337 RGT 1BN HHC 3BDE CST  
 852TK 0338 RGT 2BN HQ 1BDE BCT WAUKEGAN USAR CEN  
 852T3 0085 SPT BN HHD/BND 85 DYNORTH PARK USAR CEN

SAN JOSE CAL 95110  
 ROCHESTER NY 14609  
 NIAGARA FALLS NY 14304  
 OLEAN NY 14760  
 BUFFALO NY 14221  
 MONROE LA 71201  
 DALLAS TEX 75238  
 N LITTLE ROCK ARK 72114  
 SAN PEDRO CAL 90731  
 MUNCIE IND 47302  
 BLOOMINGTON IND 47401  
 EDINBURG IND 46124  
 MILWAUKEE WIS 53218  
 MILWAUKEE WIS 53218  
 MILWAUKEE WPS 53218  
 MILWAUKEE WIS 53218  
 FARMINGTON MO 63640  
 APLINGTON HTS ILL 60005  
 WAUKEGAN ILL 60085  
 CHICAGO ILL 60645

# APPENDIX C

## PRIMARY MILITARY OCCUPATIONAL SPECIALITY (PMOS) GROUPS

<u>Group</u>	<u>Title</u>	<u>PMOS Included in the Group</u>
1	Combat	11, 13, 15, 16
2	Repair	24, 26, 31, 33, 35, 43, 44, 52, 54, 61, 65, 67, 68
3	Supply	55, 57, 76
4	Administration	71
5	Personnel	73, 75
6	Medical	42, 91, 92
7	Engineer	12, 51, 62
8	Technical	00, 05, 36, 72, 74, 81, 82, 83, 84, 96, 97, 98
9	Military Police	95
10	Food Service	94
11	Truck Driver	64